



Clackamas County Adopted Budget

Fiscal Year 2021-2022



A Year Like
No Other



County Administrator, Gary Schmidt
Finance Director, Elizabeth Comfort
Budget Manager, Sandra Montoya

CLACKAMAS COUNTY, OREGON

ADOPTED BUDGET

FISCAL YEAR 2021-2022



Submitted by the

Clackamas County Budget Committee:

Wilda Parks- Chairperson

Shaun Coldwell – Public Member

Tom Feely – Public Member

Anh Ngoc Le – Public Member

Jan Lee – Public Member

Board of County Commissioners

Tootie Smith – Commission Chair

Sonya Fischer – Commissioner

Martha Schrader - Commissioner

Mark Shull - Commissioner

Paul Savas - Commissioner

Prepared By:

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Clackamas County Departments
Overseen by the Board of County
Commissioners

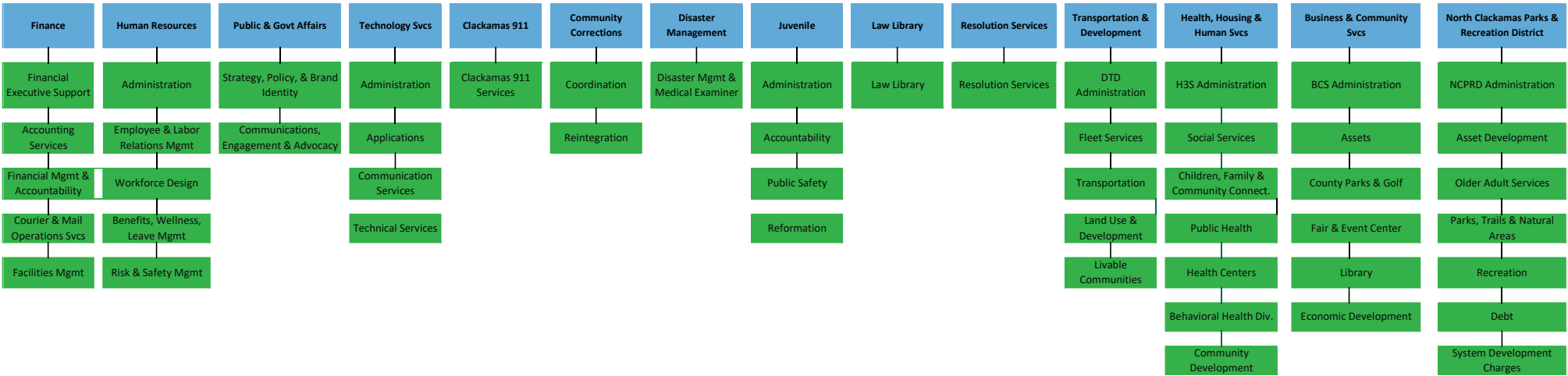
CITIZENS

BOARD OF COMMISSIONERS

COUNTY ADMINISTRATOR

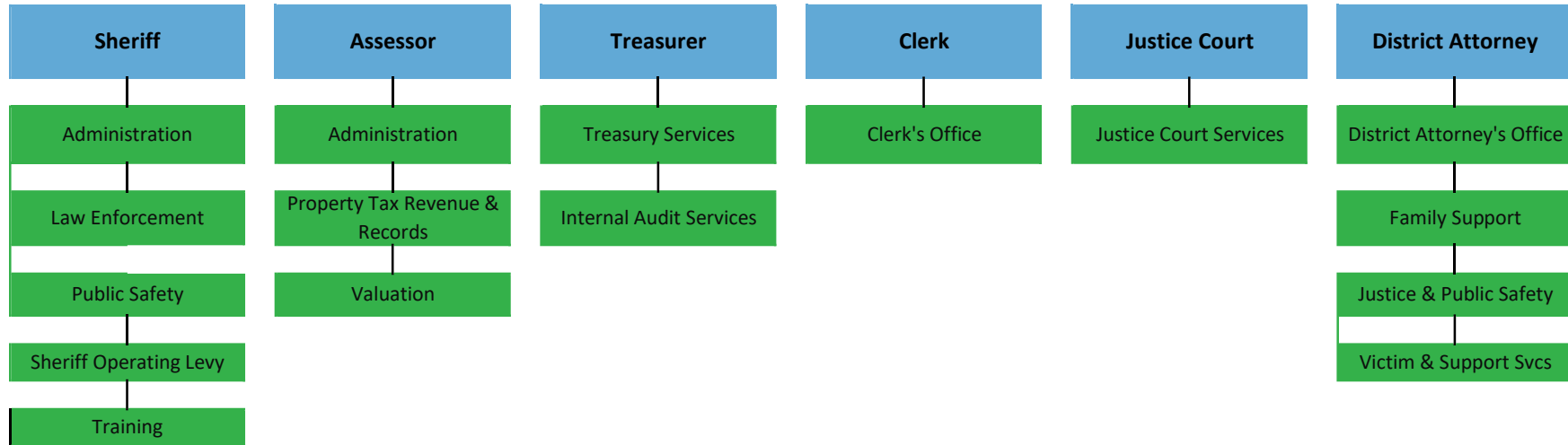
County Counsel

- Office of Cty Counsel
- Legal Support
- Utigation & Labor



Clackamas County Departments
Overseen by Elected Officials

CITIZENS





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Clackamas County

Oregon

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morrill

Executive Director

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BUDGET MESSAGE

FISCAL YEAR 2021-2022

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

Tootie Smith, Chair
Paul Savas, Vice Chair
Sonya Fischer
Martha Schrader
Mark Shull

CITIZEN MEMBERS

Shaun Coldwell
Tom Feely
Anh Le
Jan Lee
Wilda Parks

COUNTY STAFF

Gary Schmidt
County Administrator &
Budget Officer

Elizabeth Comfort
Finance Director

Christa Wolfe,
Deputy Finance
Director

Sandra Montoya
Budget Manager

Blaze Riggins
Senior Budget Analyst

Roxann Fisher
Budget Analyst

Jian Zhang
Budget Analyst

Priscila Montoya
Budget Coordinator

Please find enclosed a balanced and sustainable FY21-22 proposed budget in the amount of \$1,039,256,090. This budget provides structural stability and accountability for the expenditure of public funds.

This message and the following graphic displays the budgets by department for Clackamas County's FY21-22 Proposed Budget.

Public Safety		General Government	
Sheriff's Office	\$ 103,208,381	Human Resources	\$ 76,272,586
Community Corrections	\$ 17,575,574	Finance & Facilities	\$ 23,929,552
District Attorney	\$ 15,448,549	Technology Services	\$ 21,342,372
Juvenile	\$ 11,396,441	Assessment & Taxation	\$ 9,420,619
Clackamas 911 (CCOM)	\$ 11,920,484	County Administration/Board	\$ 10,598,621
Disaster Management	\$ 4,152,871	Public & Government Affairs	\$ 5,772,251
Justice Court	\$ 3,342,309	County Clerk	\$ 4,652,350
Law Library	\$ 602,798	County Counsel	\$ 3,129,050
Total	\$ 167,647,407	Resolution Services	\$ 1,469,894
		Treasurer's Office	\$ 1,331,971
		Non Departmental	\$ 251,914,725
		Capital Projects	\$ 13,168,289
		Miscellaneous / Pass-Through	\$ 24,262,584
		Total	\$ 447,264,864
Infrastructure & Community Investment		Health & Social Services	
Transportation & Development	\$ 184,399,496	Health Housing & Human Services	\$ 200,234,307
Business & Community Services	\$ 39,710,015	Total	\$ 200,234,307
Total	\$ 224,109,511		

In addition to the funding above, the Board of County Commissioners (BCC) oversees seven service districts, each of whom prepare a budget to be adopted by the BCC for a comprised total of \$1,414,680,997. For more information on the districts visit <https://www.clackamas.us/budget>

- Water Environment Services \$247,705,206
- The Development Agency \$ 42,043,286
- North Clackamas Parks & Rec. District \$ 38,352,943
- Library Service District of Clack. County \$ 23,973,735
- Extension and 4-H Service District \$ 10,967,078
- Enhanced Law Enforcement District \$ 8,007,681
- Street Lighting District \$ 5,374,979

The chart below displays the breakdown of total funds and general fund support by department. Total funds includes all sources of funding – federal, state, fees, local, property tax, etc. General Fund (GF) Support is primarily comprised of property taxes (\$140 million) and shared revenue. Non-Operating funds include debt payments, pass-through funds such as contingency, reserves, transfers and special payments.

Department	Total Proposed Budget	GF Support in Proposed Budget	GF Support as % of Department Budget
Assessment & Taxation	\$9,420,620	\$6,775,619	71.9%
Business & Community Services	\$39,710,015	\$2,673,356	6.7%
Capital Projects	\$13,168,289	\$6,574,282	49.9%
Clackamas 911 (CCOM)	\$11,920,484	\$0	0.0%
Community Corrections	\$17,575,574	\$4,768,273	27.1%
County Admin/BCC	\$10,598,620	\$4,980,961	47.0%
County Clerk	\$4,652,350	\$0	0.0%
County Counsel	\$3,129,050	\$2,180,050	69.7%
Disaster Management	\$4,152,871	\$3,638,921	87.6%
District Attorney	\$15,448,549	\$11,993,100	77.6%
Finance/Facilities	\$23,929,552	\$2,395,278	10.0%
Health, Housing & Human Services	\$200,234,306	\$10,304,801	5.1%
Human Resources	\$76,272,586	\$1,299,995	1.7%
Justice Court	\$3,342,309	\$0	0.0%
Juvenile	\$11,396,441	\$9,597,489	84.2%
Law Library	\$602,798	\$0	0.0%
Public & Government Affairs	\$5,772,252	\$915,711	15.9%
Resolution Services	\$1,469,894	\$616,777	42.0%
Sheriff's Office	\$103,208,382	\$66,533,841	64.5%
Technology Services	\$21,342,372	\$0	0.0%
Treasurer's Office	\$1,331,971	\$1,004,470	75.4%
Transportation & Development	\$184,399,496	\$5,263,430	2.9%
Total Operating	\$763,078,781	\$141,516,354	18.5%
Non-Operating	\$276,177,308	\$4,744,699	1.7%
Grand Total	\$1,039,256,089	\$146,261,053	14.1%

Core Values

County employees continue to emphasize Our Core Values – SPIRIT – in day-to-day relationships, decision-making, and communications. These Values became even more important over the past year as staff and residents dealt with significant changes and challenges both professionally and personally.









Performance Clackamas and Budget Alignment

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. The graphic below articulates the Board’s Strategic Result areas, updated in March 2021, along with key metrics, and initiatives. Additional information related to the metrics is located in individual department budgets. It is important to note that departments will continue working on the result areas and initiatives which were articulated in the FY20-21 budget.

Performance Clackamas County Plan

March 2021 Update



<p>Honor, Utilize, Promote and Invest in our Natural Resources </p> <ul style="list-style-type: none"> • By 2023, the Climate Action Plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050. • By 2026, 10% increase in food production and food production acres from agricultural land in Clackamas County. 	<p>Ensure Safe, Healthy and Secure Communities </p> <ul style="list-style-type: none"> • By 2025, 1,500 affordable housing units will be developed. These units will be stratified across Area Median Income (AMI) ranges as follows: <ul style="list-style-type: none"> • 700 units at 61-110% AMI • 800 units at 0-60% AMI • By 2025, new and existing funding for the County’s Courthouse, Jail and Law Enforcement operations will be identified from federal, state, regional and local funding sources. 	<p>Build a Strong Infrastructure </p> <ul style="list-style-type: none"> • By 2024, funding for the next phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, regional and local funding sources. • By 2026, 100% of County residents and businesses - where served - have access to safe and affordable infrastructure: multimodal transportation including roads, sewer and broadband services.
<p>Grow a Vibrant Economy </p> <ul style="list-style-type: none"> • By 2024, 75% of businesses working in Clackamas County report a business-friendly environment that supports stability and growth. • By 2026, 15% increase in jobs that meet the self-sufficiency standard wage in Clackamas County. 	<p>Build Public Trust through Good Government </p> <ul style="list-style-type: none"> • By July 1, 2022, the County’s budget will be structurally sound, sustainable, and 100% tied to results. • By 2024, County policies and decisions, service delivery, and Board deliberations will be equitable, inclusive and transparent. 	

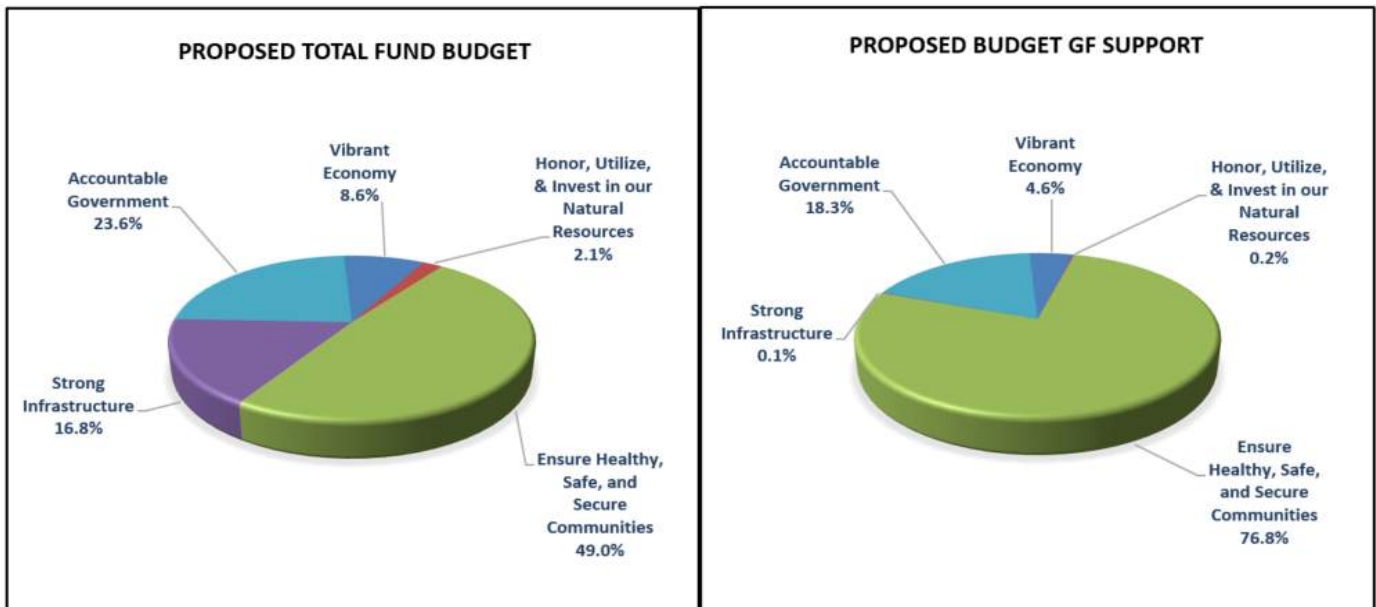
Board decisions will be informed by managing for results performance information for ongoing operations.

Budget Alignment

This year, for the first time, departments were asked to identify which of the Board’s five Strategic Results are most aligned with a department’s respective programs. Once this was completed, the corresponding budgets for each program were mapped to the Strategic Results and then each area was totaled resulting in the chart and graphs below. (Note, neither chart includes non-departmental funds.)

BCC Strategic Results	FY21-22 Proposed Budget	FY21-22 Proposed General Fund Support
Vibrant Economy	\$ 65,359,422	\$ 6,554,010
Honor, Utilize, & Invest in our Natural Resources	\$ 16,255,126	\$ 215,882
Ensure Healthy, Safe, and Secure Communities	\$ 373,544,839	\$ 108,671,525
Strong Infrastructure	\$ 128,185,143	\$ 185,995
Accountable Government	\$ 179,734,251	\$ 25,888,942
Total Operating (Shown in pie charts)	\$ 763,078,782	\$ 141,516,354
Non Operating (Not shown in pie charts)	\$ 276,177,309	\$ 4,744,699
Grand Total	\$ 1,039,256,090	\$ 146,261,053

While expenses to Ensure Healthy, Safe and Secure Communities comprise the largest percentage in both graphs, it clearly dominates the General Fund Support expenditures. Approximately 90% of these funds are Public Safety related – Sheriff’s Office, Community Corrections, District Attorney, Juvenile, and Disaster Management – with approximately 10% supporting Health, Housing and Human Services. The second largest percentage of General Fund Support goes to Accountable Government including Elected Officials, internal services, and county department administrative functions.



FY21-22 Proposed Budget Summary

The table below presents summary data comparing the key resources and requirements of the FY20-21 Amended Budget and the FY21-22 Proposed Budget for Clackamas County. The revenues and requirements summarized in this table are derived from six 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.

Clackamas County (Excluding Agencies)				
Resources and Requirements				
	FY20-21	FY21-22		
	Amended	Proposed	\$ Change	% Change
<u>Resources by Category</u>				
Beginning Fund Balance	214,234,393	244,526,954	30,292,561	14.1%
Current Revenues				
Taxes	154,190,294	158,524,783	4,334,489	2.8%
Federal, State, Local, All Other Gifts & Donations	172,777,025	216,557,049	43,780,024	25.3%
Charges/Fees/License/Permits/Fines/Assessments	170,005,549	180,145,055	10,139,506	6.0%
Revenue from Bonds & Other Debts	23,537,875	1,710,005	(21,827,870)	-92.7%
All Other Revenue Resources	78,548,181	87,923,453	9,375,272	11.9%
Interfund Transfers	134,539,548	3,607,738	(130,931,810)	-97.3%
General Fund Support *		146,261,053	146,261,053	-
Subtotal Current Revenues	733,598,472	794,729,136	61,130,664	8.3%
Total Resources	947,832,865	1,039,256,090	91,423,225	9.6%
<u>Requirements by Category</u>				
Personnel Services	316,168,295	333,937,450	17,769,155	5.6%
Materials & Services	227,351,569	216,138,135	(11,213,434)	-4.9%
Capital Outlay	62,491,653	61,791,997	(699,656)	-1.1%
Subtotal Current Expenditures	606,011,517	611,867,582	5,856,065	1.0%
Debt Service	16,092,913	14,702,720	(1,390,193)	-8.6%
Special Payments	51,035,258	62,570,723	11,535,465	22.6%
Interfund Transfer	134,108,909	3,554,447	(130,554,462)	-97.3%
General Fund Support *		146,261,053	146,261,053	-
Reserve for Future Expenditures	71,347,880	61,198,462	(10,149,418)	-14.2%
Contingency	69,236,388	126,795,392	57,559,004	83.1%
Unappropriated Ending Fund Balance		12,305,711	12,305,711	
Total Requirements	947,832,865	1,039,256,090	91,423,225	9.6%
Full-Time Equivalents (FTE's)	2,272	2,290	18	0.8%

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Budget Development

As a result of the General Fund required reductions made over the past two years, coupled with the receipt of federal and state funds to address disasters, this proposed budget maintains existing programs and staff while making additional investments to support Public Safety. After three declared emergencies in Clackamas County over 11 months, it is clear more resources are needed for public safety and disaster management. Specifically, the Sheriff's Office budget has been increased by \$825,000 for body camera purchases, Courthouse security, and materials and services increases. The Disaster Management department budget has been increased by \$1.5 million for an additional 4.5 full-time employees and related materials and service expenses. These investments in the Sheriff's Office and the Disaster Management department will ensure the County is well-prepared for the next disaster.

In addition, significant time and resources have been invested in updating/changing the County's accounting and budgeting systems over the past 12 months:

- New Chart of Accounts (COA). Eight (8) separate Charts of Accounts were consolidated into a single COA. This countywide chart of account implementation means funds, departments, programs, and account codes have changed in the FY21-22 documentation. In some program budgets, these changes may cause large variances to amounts and/or percentages from FY20-21 Amended Budget to the FY21-22 Proposed Budget. In most cases, these changes are within a normal range when viewed at the department and/or fund level.
- OpenGov: The County invested in a modern software system that leverages technology to support government budgeting needs. Key benefits of the new system include self-supporting and easy to use reporting and the ability to enable external reporting for improved transparency. It also is the repository of Performance Clackamas metrics to better align strategic results with resources.

System implementation is occurring in phases. FY21-22 involves the new chart of account implementation and transition to OpenGov budgeting. FY21-22 will introduce OpenGov stories for public transparency of the County's budget and performance dashboards (i.e. Managing for Results – MFR) to better align strategic results with available resources. FY22-23 will introduce capital budgeting.

- Consistent with the values of accountability and transparency, funds associated with countywide expenses have been moved from the Non-Departmental fund into County Administration to provide the Board and the public with greater visibility into how countywide initiatives are funded. This amounts to a transfer of approximately \$1.6 million. A second phase of shifting countywide costs from the Non-Departmental fund will continue in FY21-22. These costs include internal service allocations to increase the transparency of use of undesignated County General Fund dollars.

Overarching Issues/Changes

Impact of Natural Disasters

Clackamas County had the distinction of being the only county in Oregon – other than Marion - to experience three disasters this last year. When the COVID-19 pandemic began, with just over a day's notice, employees quickly relocated their office to their homes to continue services and provide outreach to those in need. The Emergency Operations Center was staffed by employees from almost every county department and worked in tandem with the Sheriff's Office and other public safety agencies to ensure residents were safe.

The County received \$17.2 million from the federal CARES Act, distributed as a reimbursement from the State of Oregon, compared to the more than \$100 million each directly received by Washington and Multnomah Counties and the City of Portland. This difference is based on population, with 500,000 residents as the delineator. Clackamas's population is approximately 430,000 resulting in ineligibility for the direct allocation of the larger amount of funds.

In early 2021, Congress authorized relief funding from the American Rescue Plan Act (ARPA) directly to local governments. Clackamas is projected to receive \$81 million in total. Half of these funds (~\$40 million) are anticipated to be received prior to July 1, 2021 and, at this point in time, the County has included \$30 million in this proposed budget. On May 10, 2021, the federal guidance on the use of the America Rescue Planning funds was released.

COVID-19

The coronavirus pandemic continues to cause significant shifts in the way the County operates to meet the needs of residents and stakeholders. While the dedicated staff has 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:

- Budget instructions for FY21-22 asked departments to keep materials and service budgets flat; meaning departments would need to manage with less.
- Departments in the recreational and development sectors project reduced revenue due to limited or restricted activities, resulting in less funding for maintenance and capital outlay.

To respond to the uncertainty of revenues, staff and the Board of County Commissioners continue to pursue 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.

September Wildfires

The September Wildfires added to the financial stress of the County for response and recovery. The State received a Federal Declaration for the Wildfires, which provided at least 75% reimbursement for damage due to the Wildfires. However, the most costly item, debris removal, is being covered 100% between FEMA and the State of Oregon. This is an estimated \$4 million dollars that Clackamas County does not have to pay. Labor dollars for the Wildfire response at \$1.7 million will be supported by FEMA at 75% for all eligible. There are continued recovery efforts that have costs unknown still at this time related to the September Wildfires.

Winter Ice Storm

The Winter Ice Storm continues to impact County operations and budget. At this time, the response to the Winter Ice Storm for staff, debris removal on county property and roadways, street sweeping, roadside guardrails, etc. is reaching the \$3 million. There is damage that is still being assessed to the roads due to heavy logging after the Winter Ice Storm that could be in the millions. In May 2021, the County received a Federal Declaration from FEMA for the Winter Ice Storm, which will result in reimbursement of a large amount of the cleanup costs.

Key Revenues

Countywide, tax revenue is expected to increase by 2.8% or \$4.3 million. 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 5.6% or \$17.8 million, composed of an increase for COLA of 1.8%, longevity wages, medical, and dental. The PERS rate remains flat as this is the second year of biennial rates. However, PERS contribution rates range from 21.26% to 26.81% of payroll depending on employee hire date and classification. An additional factor to personnel cost increases is the County-wide workforce wage study. This study is to comply with the Equal Pay Act and brings positions to a comparable marketplace compensation pay rate.

Materials & Services: Expenses for proposed FY21-22 decreased by 4.9% or \$11.2 million, driven primarily by the completion of CARES projects that were budgeted in FY20-21. What is included for FY21-22 is continued effort in planning and design of the new county courthouse in professional services for \$5.2 million; 50% of these costs will be reimbursed by the state.

Materials & Services - Allocated costs: FY21-22 allocated costs continue to be frozen for the third year in a row and decreased slightly by 0.7% or \$218,000. This is due to a true-up in the Technology Services Department for staffing and project-related expense assessed to other departments.

Capital Outlay: Capital outlay reductions of 1.1% or \$700K are reflected in the proposed budget. The Department of Transportation and Development is constructing a new Transportation Maintenance Facility off Abernathy Road. The costs were budgeted in FY20-21, however due to delays the project is shifted to FY21-22 for completion. The same dollars are shown in both budget years, approximately \$20 million.

Contingency

Board policy requires Contingency to be budgeted at a minimum of 5% of General Fund expenditures. For FY21-22, General Fund Contingency is budgeted at \$19.1 million which includes 5% of the operating budget (personnel, materials and services, capital outlay, and transfers totaling \$370,711,837), plus the estimated costs for implementation of Equal Pay Act increases.

Reserves

Reserves for Future Expenditures are budgeted, per Board policy, at 10-15% of unrestricted General Fund revenue which is \$144.2 million (property taxes and state shared revenue). In FY21-22 Reserves are budgeted at \$21.6 million, which is 15% of the unrestricted revenue, and meets the Board policy.

Cost Allocation

The County complies with the 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. In the event the County ends its self-insurance plan and has to pay out claims, State statute requires that a reserve be maintained. Additionally there is a claims margin in the event that claims exceed predicted rates. For FY21-22 the Benefits Administration Fee charged to departments is flat. The model considers cost increases and decreases as needed.

County Staffing Comparison

Budget Year	FY18-19 Actual	FY19-20 Actual	FY20-21 Estimated	FY21-22 Proposed
FTE	2,172	2,207	2,272	2,290

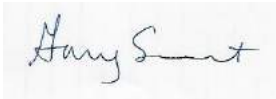
Closing Remarks

A year to remember, a year to build upon...

The resiliency of our employees and County residents has never been tested like it was this past year. Services continued, safe practices were maintained and new ways of doing business emerged. We continued to build partnerships in order to best serve the public.

This year's budget development was unique as financial systems were updated and new systems implemented in the midst of three declared emergencies. Thank you to all elected officials and employees involved in this important transition resulting in increased accountability and transparency. Special recognition goes to Elizabeth Comfort, Finance Director, Sandra Montoya, Budget Manager and the entire budget team for their dedication and hard work. Finally, thank you to the Budget Committee for their commitment to reviewing and improving the budget process and product.

Sincerely,

A handwritten signature in blue ink that reads "Gary Schmidt". The signature is written in a cursive style and is placed on a light gray rectangular background.

Gary Schmidt
County Administrator

**Clackamas County (Excluding Agencies)
Resources and Requirements
Proposed vs Adopted**

	FY21-22 Proposed	FY21-22 Adopted	\$ Change	% Change	
Resources by Category					
Beginning Fund Balance	245,001,333	244,526,954	(474,379)	-0.2%	Adjustment to Non Departmental to align with prior year projected ending balance.
Current Revenues					
Taxes	158,524,783	158,524,783	-	0.0%	
Federal, State, Local, All Other Gifts & Donations	216,557,049	212,671,010	(3,886,039)	-1.8%	
Charges/Fees/License/Permits/Fines/Assessments	180,145,055	180,145,055	(0)	0.0%	
Revenue from Bonds & Other Debts	1,710,005	1,710,005	-	0.0%	
All Other Revenue Resources	87,923,453	87,923,453	-	0.0%	
Interfund Transfers	3,607,738	3,607,738	0	0.0%	
General Fund Support *	146,261,053	146,356,472	95,419	0.1%	Increase to Community Corrections M&S and Assessors Personnel budget with related General Fund Support Increase.
Subtotal Current Revenues	794,729,136	790,938,515	(3,790,620)	-0.5%	
Total Resources	1,039,730,469	1,035,465,469	(4,264,999)	-0.4%	
Requirements by Category					
Personnel Services	333,937,450	333,952,378	14,928	0.0%	Increase to Assessors budget with related General Fund Support Increase.
Materials & Services	216,138,135	216,218,625	80,490	0.0%	Increase to Community Corrections budget with related General Fund Support Increase.
Capital Outlay	61,791,997	61,791,997	0	0.0%	
Subtotal Current Expenditures	611,867,582	611,963,000	95,418	0.0%	
Debt Service	14,702,720	14,702,720	-	0.0%	
Special Payments	62,570,723	88,684,684	26,113,961	41.7%	Non Departmental shift \$30M ARPA funding and increase to \$40.6M. Partially offset by reduction in Health & Human Services department pass through payments.
Interfund Transfer	3,554,447	3,554,446	(1)	0.0%	
General Fund Support *	146,261,053	146,356,472	95,419	0.1%	Increase to Community Corrections M&S and Assessors Personnel budget with related General Fund Support Increase.
Reserve for Future Expenditures	61,198,462	61,198,462	-	0.0%	
Contingency	126,795,392	96,795,392	(30,000,000)	-23.7%	Non Departmental shift \$30M ARPA funding to special payments.
Unappropriated Ending Fund Balance	12,780,090	12,210,293	(569,797)	-4.5%	Adjustment to Non Departmental to align with prior year projected ending balance.
Total Requirements	1,039,730,469	1,035,465,469	(4,265,000)	-0.4%	
Full-Time Equivalent (FTE's)	2,290	2,290	-	0.0%	

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

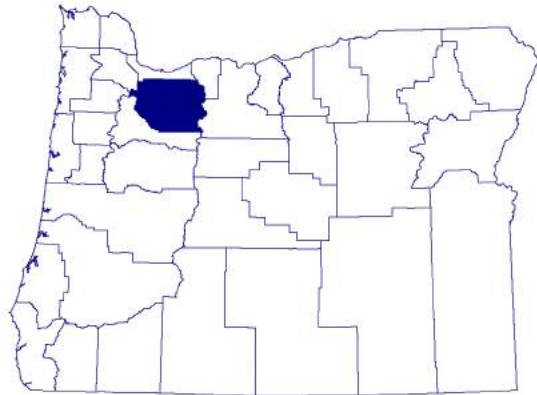
**Clackamas County (Excluding Agencies)
Resources and Requirements
Proposed vs Adopted**

Department	FY21-22 Proposed	FY21-22 Adopted	\$ Change	% Change	
Assessment & Taxation	9,420,620	9,435,548	14,928	0.2%	Increase to Personnel Cost
Business & Community Services	39,710,015	39,710,015	-	0.0%	
County Administration	10,598,620	10,598,620	-	0.0%	
Clackamas 911 (CCOM)	11,920,484	11,920,484	-	0.0%	
Community Corrections	17,575,574	17,656,064	80,490	0.5%	Increase to Materials and Services
County Clerk	4,652,350	4,652,350	-	0.0%	
County Counsel	3,129,050	3,129,050	-	0.0%	
Disaster Management	4,152,871	4,152,871	-	0.0%	
District Attorney (DA)	15,448,549	15,448,549	-	0.0%	
Finance	37,097,841	37,097,841	-	0.0%	
Health, Housing & Human Services (H3S)	200,234,307	185,734,307	(14,500,000)	-7.2%	Reduction to Special Payments
Human Resources (HR)	76,272,586	76,272,586	-	0.0%	
Justice Court	3,342,309	3,342,309	-	0.0%	
Juvenile Department	11,396,441	11,396,441	-	0.0%	
Law Library	602,798	602,798	-	0.0%	
Misc/Pass-Through	24,262,584	24,262,584	-	0.0%	
Non Departmental	252,389,104	262,528,686	10,139,582	4.0%	Increase to ARPA Funding
Public & Government Affairs (PGA)	5,772,252	5,772,252	-	0.0%	
Resolution Services	1,469,894	1,469,894	-	0.0%	
Sheriff's Office (CCSO)	103,208,382	103,208,382	-	0.0%	
Technology Services (TS)	21,342,372	21,342,372	-	0.0%	
Transportation & Development (DTD)	184,399,496	184,399,496	-	0.0%	
Treasurer's Office	1,331,971	1,331,971	-	0.0%	
Grand Total	1,039,730,469	1,035,465,469	(4,265,000)	-0.4%	

Clackamas County Quick Facts



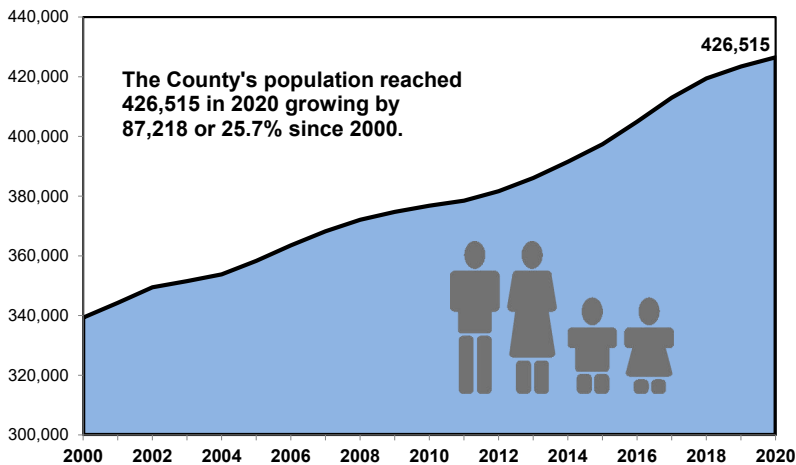
Updated 05/23/21



Clackamas County — Just the Numbers:

Land Area:	1,879 sq. miles
City, County & State Roads:	2,428 miles
Persons per sq. mile:	227
% of National Forest:	52%
2020 Population:	426,515
Civilian Labor Force:	223,786 April/21
Employed Labor Force:	210,641 April/21
Unemployment Rate:	5.9% April/21
2020 Average Industry Wage:	\$59,586
Per Capita Income (2019):	\$41,492

Clackamas County Population: 2000-2020



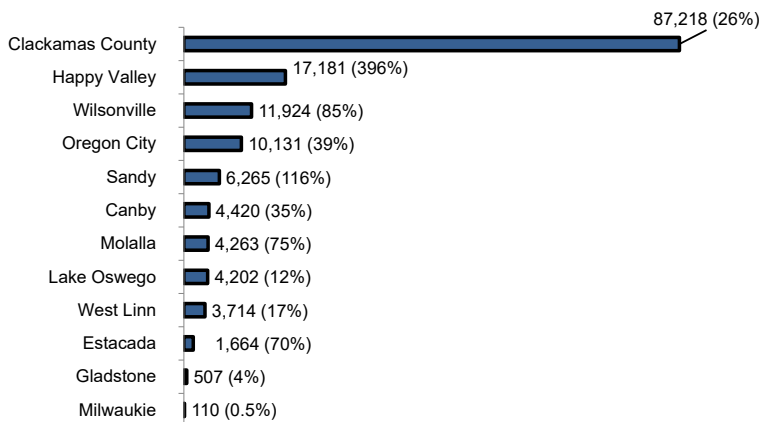
Population

Clackamas County's population reached 426,515 in 2020 and has grown by 25.7% since 2000 adding 87,218 residents.

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

Since 2000, the cities that added the most residents included Happy Valley (17,181), Wilsonville (11,924), and Oregon City (10,131). The cities with the highest population growth rates during this period included Happy Valley (396%), Sandy (116%), Wilsonville (85%), and Molalla (75%).

Population Growth: 2000-2020 Clackamas County and Incorporated Cities



Source: Population Research Center, PSU, July 1, 2000-2020 estimates

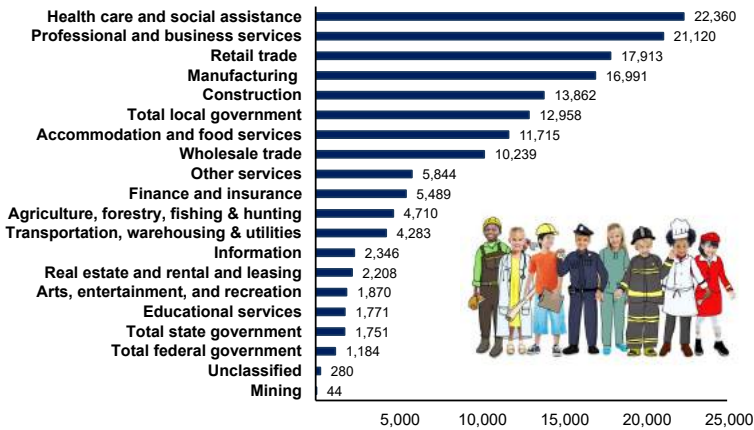
City Population Estimates - 2020

Canby	17,210
Estacada	4,035
Gladstone	11,945
Happy Valley*	22,400
Johnson City	565
Lake Oswego	39,480
Milwaukie	20,600
Molalla	9,910
Oregon City	35,885
Sandy	11,650
West Linn	25,975
Wilsonville*	25,915

Source: Population Research Center, PSU, July 2020 estimates
* City is located and has population in more than one county.

Industry and Labor Force

Average Broad Industry Employment, Clackamas County: 2020



Source: Oregon Employment Department, QCEW, 2020

The average annual covered employment in Clackamas County was 158,937 in 2020. This was a decrease of -10,315 jobs since 2019.

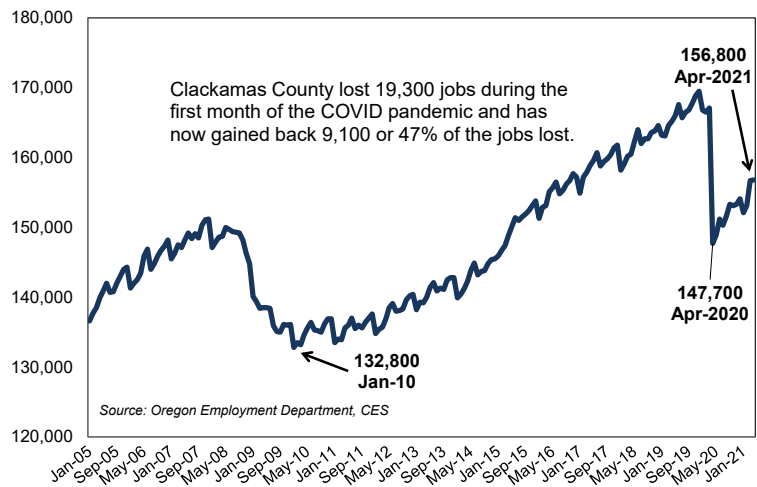
Eight broad industries made up nearly three-fourths (80%) of all employment and these industries included health care and social assistance (22,360); professional and business services (21,120); retail trade (17,913); manufacturing (16,991); construction (13,862); local government (12,958); accommodation and food services (11,715); and wholesale trade (10,239).

During the start of the pandemic, covered employment in the county fell from 167,100 in March 2020 to 147,700 in April 2020 with a loss of 19,300 jobs. Since April 2021, the county has added back 9,100 or 47% of the jobs lost.

The unemployment rate in Clackamas County was at 5.9% in April 2021; the unemployment rate has now fallen by 7.9 percentage points since the highest unemployment rate a-year-ago of 13.8%.

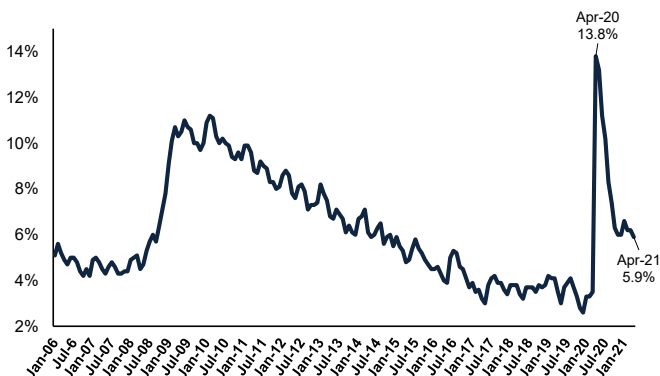
All incorporated cities within Clackamas County have seen job growth since the COVID pandemic (April 2020 to April 2021). The cities with the highest job growth rate were Estacada (19.3%), and Happy Valley (15.7%). Clackamas County had an employment growth rate of 11.9% during this period adding 22,326 jobs.

Monthly Nonfarm Employment: Clackamas County 2005-2021 (by place of business) not seasonally adjusted



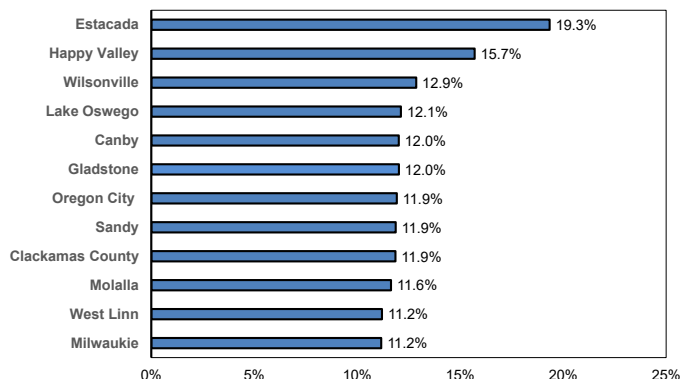
Source: Oregon Employment Department, CES

Unemployment Rate: Jan 2006 to Apr 2021 Clackamas County (not seasonally adjusted)



Source: Oregon Employment Department, LAUS

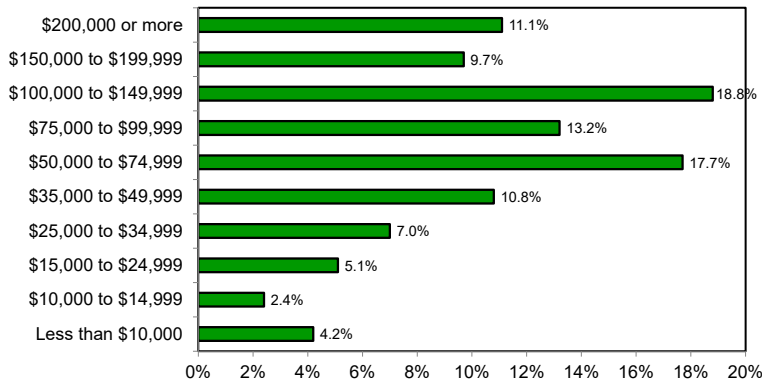
Percentage Change in Resident Employment Incorporated Cities in Clackamas County April 2020 to April 2021



Source: Oregon Employment Department, LAUS

Household Income and Educational Attainment

**Household Income
Clackamas County, 2019**
(Median Household Income: \$80,294)



Source: Census, ACS, 2019 1-Year Estimates, Table DP03

The median household income in Clackamas County during 2019 was \$80,294 compared to \$81,278 a-year-ago.

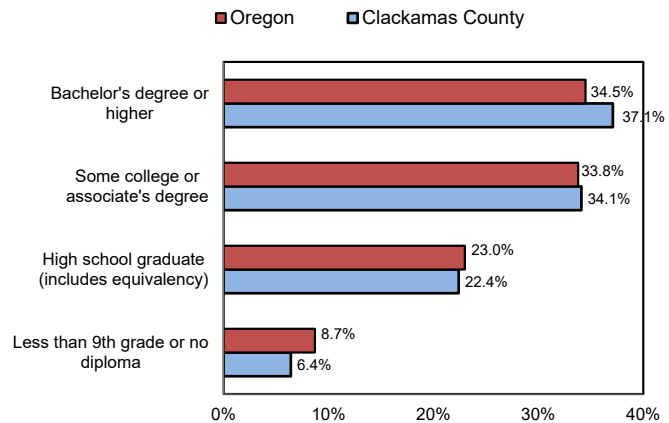
In 2019, 11.7% or 18,851 households had incomes of less than \$25,000. Less than one-fifth (17.8%) or 28,713 households had incomes of \$25,000 - \$49,999. Nearly one-third (30.9%) or 49,878 households had incomes of \$50,000 - \$99,999 and nearly two-fifths (39.6%) or 113,731 households had incomes of \$100,000 or higher.

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 (37.1%) in 2019.

Contrastingly, the county had a lower portion of its population with less than 9th grade or no diploma (6.4%) and a slightly lower portion of its population who were high school graduates (22.4%).

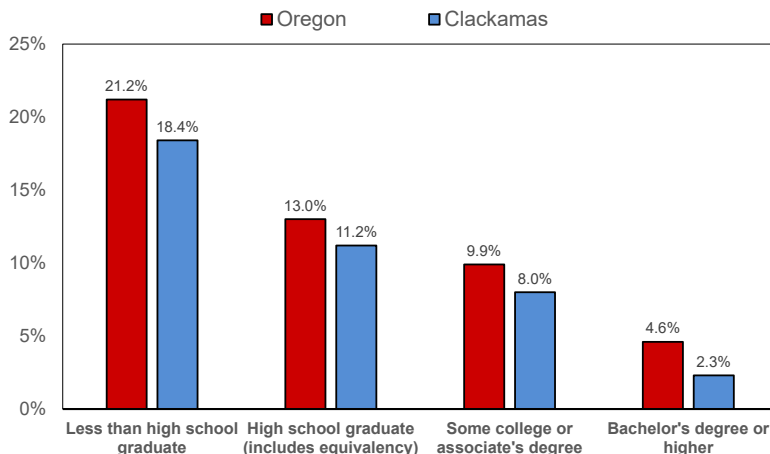
A little over one-third of both the county and state population had some college or an associates degree in 2019.

Educational Attainment: 2019
(Population 25 years and over)



Source: Census, 2019 ACS 1-year estimates, Table S1501

Poverty Rate for Population 25+ by Educational Attainment: Clackamas County and Oregon (2019)



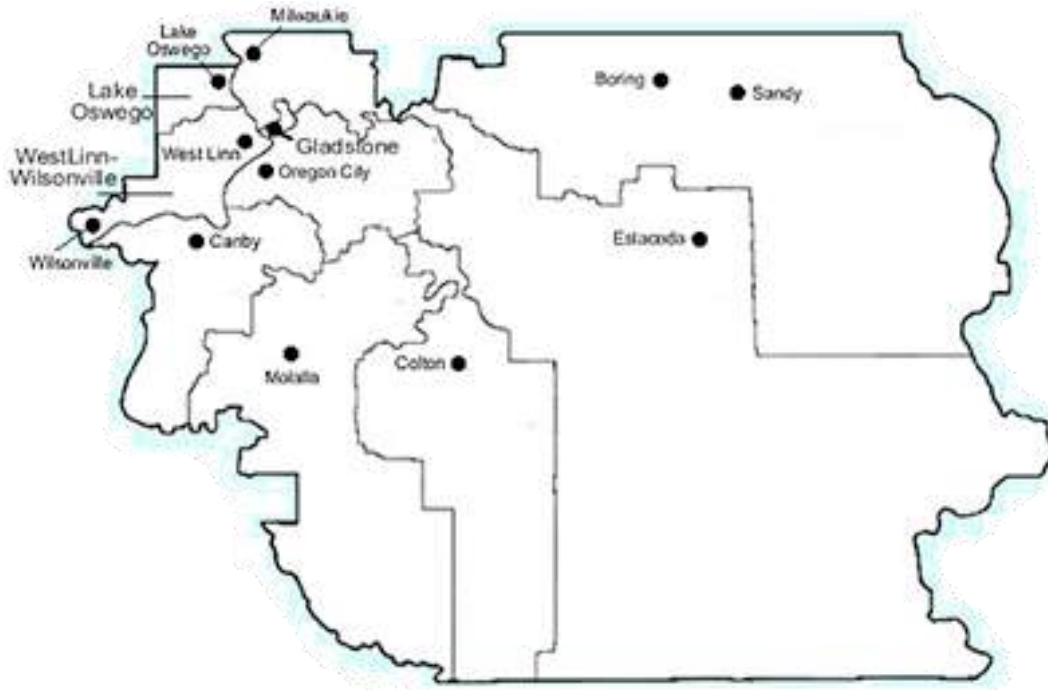
Source: Census, ACS, 2019 1-year estimates, Table S1501

In 2019, the average poverty rate of all people living in Clackamas County was at 8.0 percent compared to 11.4 percent in Oregon.

The level of educational attainment seemed to significantly influence the rate of poverty in the county in 2019.

Clackamas County residents with less than a high school education had a much higher poverty rate at 18.4 percent than residents with either a high school diploma (11.2%), some college or associate's degree (8.0%), or a bachelor's degree or higher (2.3%).

Cities in Clackamas County



City Demographic Fast Facts

2019	Median Age	Bachelor's Degree or Higher (25 years and older)	Median Household Income	People whose income in past 12 months is below the poverty level	Veteran Status	Disability Status	Civilian noninstitutionalized population with health insurance coverage	Total households with broadband internet subscription
Clackamas County	41.5	37.4%	\$80,294	8.0%	8.2%	11.8%	94.7%	87.8%
Canby	38.4	26.4%	\$73,038	8.7%	9.0%	12.6%	93.3%	87.0%
Estacada	33.3	18.8%	\$71,088	7.0%	13.4%	15.3%	98.3%	69.8%
Gladstone	38.5	24.9%	\$64,045	12.2%	8.4%	16.4%	93.0%	86.1%
Happy Valley	39.2	54.7%	\$125,676	3.1%	5.9%	7.2%	96.4%	95.2%
Lake Oswego	46.9	71.4%	\$108,927	3.9%	6.0%	7.9%	97.4%	93.1%
Milwaukie	39.8	36.2%	\$61,902	11.2%	7.6%	13.0%	93.9%	84.6%
Molalla	35.2	11.6%	\$65,064	14.5%	8.1%	12.8%	94.7%	82.1%
Oregon City	37.9	26.3%	\$76,149	7.6%	8.4%	12.5%	93.7%	88.7%
Sandy	36.2	19.1%	\$73,443	9.5%	6.7%	12.9%	96.3%	91.1%
West Linn	42.7	61.5%	\$111,042	5.1%	7.4%	8.1%	97.5%	92.9%
Wilsonville	36.6	45.8%	\$72,312	9.7%	7.2%	10.0%	95.2%	87.7%

Source: ACS, 2019 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. In 2020 a large scale project was begun to update the County's financial policies. The status of the budget policies under review or recently updated will be identified with a note on the following pages. 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.

Note: This policy is currently being reviewed.

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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Performance Clackamas

Clackamas County Strategic Plan

March 2021 Update



Commissioner
Sonya Fischer

Commissioner
Paul Savas

Chair
Tootie Smith

Commissioner
Martha Schrader

Commissioner
Mark Shull

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.

Goals

- By 2023, the Climate Action Plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.
- By 2026, 10% increase in food production and food production acres from agricultural land in Clackamas County.

Grow a Vibrant Economy

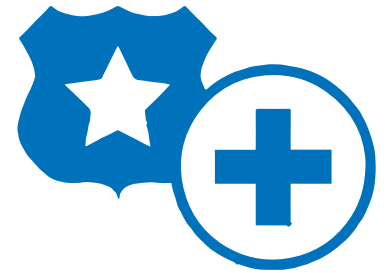


The future prosperity of County residents will be built on good paying jobs that support families, housing affordability, a growing diverse qualified workforce, capital investments that grow current businesses, and on the availability of lands where new businesses can easily locate and expand within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

Goals

- By 2024, 75% of businesses working in Clackamas County report a business-friendly environment that supports stability and growth.
- By 2026, 15% increase in jobs that meet the self-sufficiency standard wage in Clackamas County.

Ensure Safe, Healthy and Secure Communities



A focus on the well-being of all our families and communities reflects the best of our character. Investments in providing services to those needing care, addressing hunger, 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 definition to the County's efforts to alleviate poverty and will help ensure the safety, health, and security of our residents.

Goals

- By 2025, 1,500 affordable housing units will be developed. These units will be stratified across Area Median Income (AMI) ranges as follows: 700 units at 61-110% AMI and 800 units at 0-60% AMI
- By 2025, new and existing funding for the County's Courthouse, Jail and Law Enforcement operations will be identified from federal, state, regional and local funding sources.

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.

Goals

- By 2024, funding for the next phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, regional and local funding sources.
- By 2026, 100% of County residents and businesses - where served - have access to safe and affordable infrastructure: multimodal transportation including roads, sewer and broadband services.

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.

Goals


- By July 1, 2022, the County's budget will be structurally sound, sustainable, and 100% tied to results.
- By 2024, County policies and decisions, service delivery, and Board deliberations will be equitable, inclusive and transparent.

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.



Powered by **ClearPoint Strategy**

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 being made toward county and department goals. Visit <https://www.clackamas.us/performance/plans.html> to view department plans in further detail.

- Assessment and Taxation
- Business & Community Services
- Clackamas 911
- Clackamas County Sheriff's Office
- Clerk
- County Administration
- County Counsel
- Community Corrections
- Disaster Management
- District Attorney
- Finance
- Health, Housing & Human Services
- Human Resources
- Juvenile
- Justice Court
- Public & Government Affairs
- Resolution Services
- Technology Services
- Transportation & Development
- Treasurer
- Water Environment Services

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BUDGET DOCUMENT

The FY21-22 budget for Clackamas County is detailed in this 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.

Once adopted, the 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.

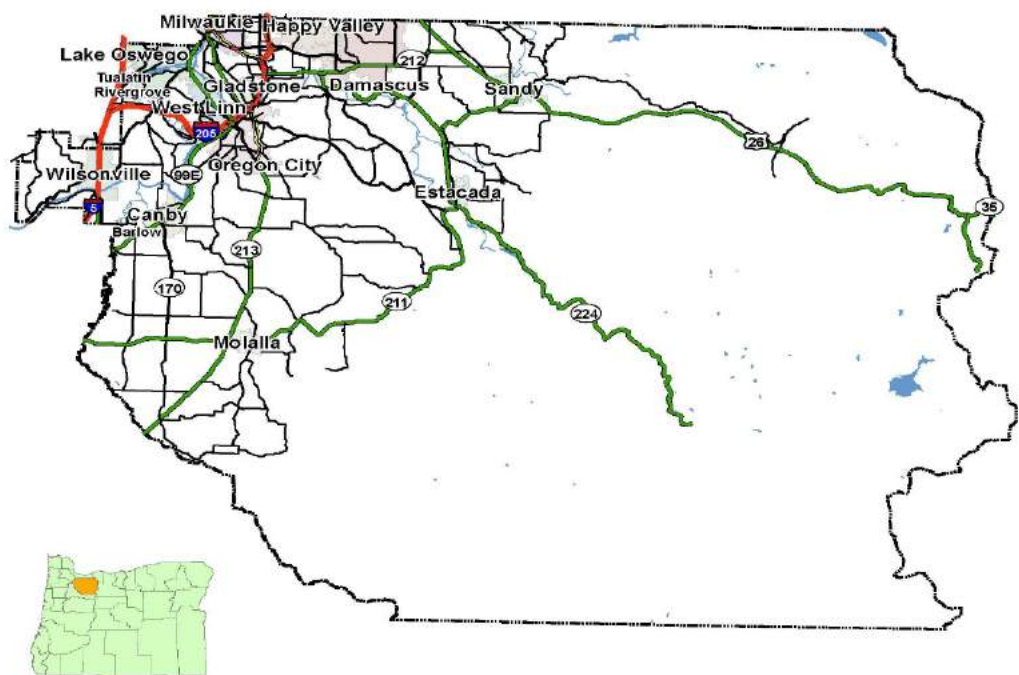
*Oregon Local Budget Law is set out in the Oregon Revised Statutes Chapter 294.

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 1,883 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.

CLACKAMAS COUNTY



According to the Portland State University Population Research Center, Clackamas County now has an estimated population of 426,515 as of April 2021. 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 of 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 taxing authority and therefore their budgets are not included in this document. The component units include:

- Clackamas County Development Agency (CCDA), an Urban Renewal Agency
- Clackamas County Enhanced Law Enforcement Service District (LEDIS)
- North Clackamas Parks and Recreation District (NCPRD)
- Water Environment Services (WES), a regional sanitary sewer district
- Clackamas County Service District No. 5 (CCSD5), a street and highway lighting district
- Clackamas County Extension and 4-H Service District (OSU Ext.)
- Library Services District of Clackamas County (LIBSD)
- The Housing Authority of Clackamas County (HACC)

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 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 coming before the Circuit Court.

Compensation for elected officials is recommended by the Compensation Board for Elected Officials as part of the annual budget process, which is approved by the Budget Committee. 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.

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 numbers of citizens who review and approve the departmental budgets for each fiscal year.

Long Term Planning Efforts and Major Initiatives

Performance Clackamas: A strategic plan and process modeled after a process known as Managing for Results (MFR), which emphasizes the relationship between providing budget resources and measurable progress toward declared goals of the governing body. This program has changed the approach to budget development and tracking of outcomes so that measurable progress toward Board goals will be provided to County residents. Clackamas County adopted Performance Clackamas in 2014, and it is regularly updated. The current plan was adopted by the Board of County Commissioners in March 2021 and includes the following five strategic priorities:

- Build public trust through good government
- Grow a vibrant economy
- Build a strong infrastructure
- Ensure safe, healthy, and secure communities
- Honor, utilize, promote and invest in our natural resources

As of FY21-22, nearly all departments had 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. (*Strategic Priority-Build Public Trust through Good Government*)

1. **Creation of an Equity and Inclusion Office (*Strategic Priority-Build Public Trust through Good Government*):** Clackamas County recognizes that the historical and current environment perpetuates inequities and has deep impacts on the entire community. People are differently situated given their race, gender, sexual orientation, ethnicities, age, social-economic status, national origin, disability, and other intersections of identity. The vision is for Clackamas County to be where people thrive and have a sense of safety, connection, and belonging so that each person is honored and celebrated for the richness in diversity they bring. The purpose of the Office will be met through:
 - Providing training for county employees,
 - Learning and training opportunities countywide with partners, cities, organizations, and
 - Consultation and coaching options to address specific needs within county department or projects.
2. **COVID Vigilance (*Strategic Priority-Ensure Safe, Healthy, and Secure Communities*):** Clackamas is encouraging the reduction of COVID by imploring people to work with fellow Oregonians to:
 - a. Get Your Shot
 - b. Wear Your Mask
 - c. Keep Your Distance

Emergency relief funding is being sought for business owners and operators so they will have a future once the global pandemic is under control. Additionally, the County is hosting vaccination clinics throughout the area and communicating vaccination availability.

3. **Community Input on the Use of \$40.6 million American Rescue Plan Act of 2021 (ARPA) (*Strategic Priority-AII*):** In March, the American Rescue Plan Act of 2021 (ARPA) was signed into law. The bill gives emergency funding for state, local, territorial, and tribal governments to provide relief to support public health response work and equitable economic recovery. Clackamas County will receive \$40.6 million, with the first installment expected May 2021, and the remaining amount no sooner than 12 months after.

County Commissioners will need to make challenging decisions about investing these funds. Clackamas County is asking residents and stakeholders to take a survey and provide their insight about how \$81.1 million in federal funds should be spent to help move our community forward – both to recover from the pandemic, wildfires, and ice storm and to best prepare for future disasters. By completing the survey, county residents are providing officials with valuable insight into the overall needs and values of the community.

4. **Housing Services Implementation Plan (*Strategic Priority-Build a Strong Infrastructure*):** In May 2020, voters in the Portland Metro area approved a measure that will raise money for a new Supportive Housing Services Program that is aimed to end chronic homelessness in the region. With this funding, an estimated \$51 Million annually for Clackamas County, people experiencing homelessness or those at risk of homelessness will have access to much-

needed services, including rent assistance, employment assistance, and behavioral health services. The FY21-22 budget includes the first year of revenue receipts in the amount of \$10.0 million, shown in Health, Housing, and Human Services (H3S).

5. **Courthouse Construction Project (*Strategic Priority- Ensure Safe, Healthy, and Secure Communities*):** 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. In June 2019 the Oregon Legislature passed a bill authorizing \$31.5 million for the construction of the new courthouse. The state funding is contingent upon Clackamas County securing matching funds for the local share of the project.

On May 5, 2021, the Clackamas County Commissioners approved a plan to pursue a public-private partnership (P3) to build a new county courthouse to replace the old courthouse building, which has been determined to be functionally obsolete and seismically unsound. The P3 approach was determined to be the most cost-effective plan based on extensive analysis of alternatives. The county plans to build the new courthouse on the county's Red Soils Campus in Oregon City by 2025 that will meet projected county needs for the next 50 years and comply with specifications outlined by the Oregon Judicial Department. Clackamas County is requesting \$94.5 million in matching bond funds from the 2021 Oregon Legislature, which would represent the state's 50% contribution of funds toward the estimated \$189 million projects.

The private partner, to be selected during a competitive procurement process, will finance, design, build and maintain the new courthouse over a 30-year period. The state and the county will not make any payments until the building is completed and ready for occupancy. Upon completion, the state contribution will be applied as a lump sum payment towards the private financing with the remainder repaid by the county over the 30-year term of the project agreement. The public-private partnership provides the best value in keeping with the County's commitment to affordability with the courthouse project.

The new courthouse building will be built without any additional tax increases.

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, notices, and budget information, and instructions for public participation are available via the County's website which can be found at <https://www.clackamas.us/budget>. Budget information is also available at the County Finance Office, 2051 Kaen Road, Oregon City, and at each Budget Committee meeting.

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 found in Oregon Revised Statutes, Chapter 294, 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.

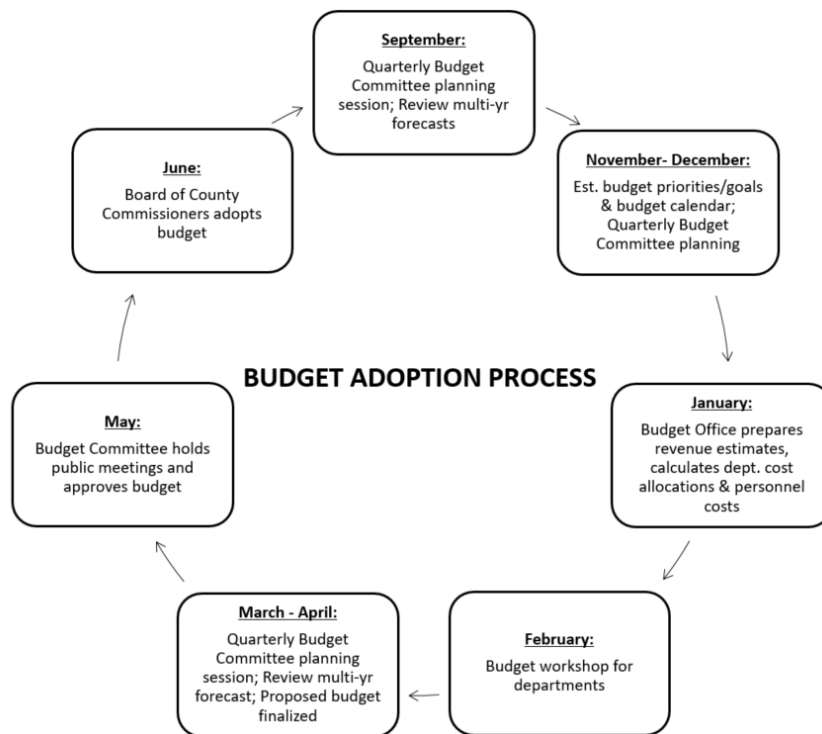
The County maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in Oregon Revised Statutes, Chapter 294 which prescribes the format and content of local government budgets in the state. All of the General Fund, special revenue 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 at the fund level, 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 the 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 Manual. A budget workshop is held to distribute manuals to those staff members charged with the 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, corresponding department directors, and budget staff, review submitted budgets. Upon review of the departmental budgets, the County Administrator instructs revisions where necessary, determines recommended levels of General Fund support, and balances the budget. The proposed budget is communicated to the departments so they can begin work on the presentation and budget book material.

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 before 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 before 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 sets debt limits based upon real market value. As of June 30, 2021, the real market value of the taxable property in the County is \$86,018,156,852. The table below shows the breakdown of outstanding debt and the percent of capacity issued by the County.

Clackamas County Outstanding Long-Term Debt

	Date of Issue	Date of Maturity	Amount Issued	Amount Outstanding
General Obligation Debt				
2016B (Tax-Exempt)	9/29/2016	6/1/2031	53,155,000	49,430,000
Full Faith and Credit Debt				
2012 Refunding	9/6/2012	1/1/2033	18,750,000	13,240,000
2018 Refunding	2/16/2018	6/1/2027	28,255,000	18,280,000
2020 Refunding (Jail, Red Soils, Light Rail)	8/20/2020	6/1/2040	26,690,000	24,995,000
2020 Obligation (DTD)	8/20/2020	6/1/2040	20,000,000	19,455,000
			<u>93,695,000</u>	<u>75,970,000</u>

Clackamas County Debt Capacity

Measure 5 Real Market Value ⁽¹⁾ (FY20-21)	\$86,018,156,852				
	Debt Limit (% of RMV)	Total Debt Capacity	Outstanding Debt Subject to Limit	Remaining Legal Capacity	% of Capacity Issued
General Obligation Bonds ²	2%	\$1,720,363,137	49,430,000	1,670,933,137	2.9%
Limited Tax Pension Bonds ³	5%	\$4,095,424,126	-	4,095,424,126	0.0%
Limited Tax Obligations ⁴	1%	\$860,181,569	75,970,000	784,211,569	8.8%

(1) Value represents the Real Market Value of taxable properties, including the reduction in Real Market Value of specially assessed properties such as farm and forestland. This value is also commonly referred to as the Measure 5 Real Market Value by county assessors.

(2) Represents voter-approved, unlimited-tax general obligations of the County.

(3) The County has no pension bonds outstanding.

(4) Includes the County's Full Faith and Credit/limited-tax obligations.

General Obligation Debt: ORS 287A.100 establishes a limit on bonded indebtedness for counties. Counties may issue an aggregate principal amount up to two percent of the Real Market Value of all taxable properties within the county if the County's voters approve the general obligation bonds. General obligation bonds are secured by the power to levy an additional tax outside the limitations of Article XI, Sections 11 and 11b.

- 2016 GO Bonds (Moody's Aa1): 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 \$49,430,000 and will be repaid in 2031.

Full Faith and Credit Debt (Moody's Aaa): Local governments may pledge their full faith and credit for "limited tax bonded indebtedness" or "full faith and credit obligations".

- 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 \$13,240,000 outstanding, with final payment due in 2033.
- 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 expenses. The outstanding balance is \$18,280,000 with final maturity in 2027.
- 2020 Refunding Bonds (original issuance was 2009): In 2009, a debt of \$34,795,000 was issued to finance 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 of \$14,420,000 was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2029.
- 2020 Refunding Bonds (original issuance was 2012): 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 \$10,575,000 was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2028. A \$6,800,000 balloon payment is due in 2028.
- 2020 Bonds (new issuance) In 2020, Clackamas County issued \$20,000,000 in debt to finance a Department of Transportation road project at a 0.89% interest rate, with final maturity in 2040. The balance outstanding is \$19,455,000.

The following table summarizes debt service obligations for General Obligation and Full Faith and Credit debt due each year to maturity:

Total Debt Service (DS)			
FY Debt Service	Principal	Interest	Total DS
21-22	9,875,000	4,823,718	14,698,718
22-23	10,425,000	4,440,263	14,865,263
23-24	11,115,000	3,929,613	15,044,613
24-25	11,530,000	3,385,213	14,915,213
25-26	12,315,000	2,848,363	15,163,363
26-27 to 39-40	70,140,000	7,618,481	77,758,481
Total	125,400,000	27,045,649	152,445,649

Summary of Resources and Requirements

Total Budget Summary

	FY18-19 Actual	FY19-20 Actual	FY20-21 Amended	FY20-21 Projected	FY21-22 Adopted	\$ Change	% Change
<u>Resources by Category</u>							
Beginning Fund Balance	235,956,790	234,701,867	215,077,291	242,918,713	244,526,954	29,449,663	13.7%
Current Revenues							
Taxes	148,037,252	150,577,620	154,190,294	151,844,315	158,524,783	4,334,489	2.8%
Federal, State, Local, All Other Gifts & Donations	131,023,017	140,738,037	185,128,598	173,692,204	212,671,010	27,542,412	14.9%
Charges/Fees/License/Permits/Fines/Assessments	143,461,319	158,223,981	169,926,593	159,242,352	180,145,055	10,218,462	6.0%
Revenue from Bonds & Other Debts	2,315,591	1,984,386	23,537,875	56,691,727	1,710,005	(21,827,870)	-92.7%
All Other Revenue Resources	83,808,634	77,584,932	78,548,181	77,278,421	87,923,453	9,375,272	11.9%
Interfund Transfers	128,308,951	130,179,736	136,125,902	122,251,817	3,607,738	(132,518,164)	-97.3%
General Fund Support *	-	-	-	5,212,101	146,356,472	146,356,472	-
Subtotal Current Revenues	636,954,764	659,288,692	747,457,443	746,212,937	790,938,515	43,481,072	5.8%
Total Resources	872,911,554	893,990,559	962,534,734	989,131,650	1,035,465,469	72,930,735	7.6%
<u>Requirements by Category</u>							
Personnel Services	267,310,894	285,793,013	320,127,415	299,391,085	333,952,378	13,824,963	4.3%
Materials & Services	180,247,967	177,126,285	228,060,495	205,247,472	216,218,625	(11,841,870)	-5.2%
Capital Outlay	17,671,118	16,669,460	63,339,853	28,533,074	61,791,997	(1,547,856)	-2.4%
General Fund Support *	-	-	-	5,212,101	146,356,472	146,356,472	-
Subtotal Current Expenditures	465,229,979	479,588,758	611,527,763	538,383,732	758,319,472	146,791,709	24.0%
Debt Service	13,644,519	13,886,648	16,092,913	48,565,094	14,702,720	(1,390,193)	-8.6%
Special Payments	31,026,255	30,957,987	58,906,727	37,439,822	88,684,684	29,777,957	50.6%
Interfund Transfer	128,308,951	130,179,736	135,695,263	120,216,057	3,554,446	(132,140,817)	-97.4%
Reserve for Future Expenditures			71,347,880		61,198,462	(10,149,418)	-14.2%
Contingency			68,964,188		96,795,392	27,831,204	40.4%
Unappropriated Ending Fund Balance				244,526,945	12,210,293	12,210,293	-
Total Requirements	638,209,704	654,613,129	962,534,734	989,131,650	1,035,465,469	72,930,735	7.6%
Full-Time Equivalent (FTE's)	2,172.5	2,207.1	2,271.6	2,271.6	2,290.0	18	0.8%

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

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 FY18-19 and FY19-20. For FY20-21, both the amended budget (through June 2021) and projected actual resources and expenditures are shown. Finally the adopted budget for FY21-22 is presented. Since both actual data and budgets are shown on the prior pages, 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 FY21-22 totals \$1.035 billion, which amounts to an increase of \$72.9 million or 7.6% from the FY20-21 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 FY21-22, beginning fund balance is \$244.5 million. This is 13.7% higher than FY20-21.

Property Tax Revenue is budgeted to increase \$4.3 million, or 2.8%, for FY21-22 including delinquencies and penalties/interest. Assumed growth in assessed value is 4.0% with a 94.7% property tax collection rate

Federal, State, Local Revenue is budgeted to increase by \$27.6 million, or 14.9%. This includes \$40.6 million budgeted in federal funding for the American Rescue Plan Act in addition to \$10 million budgeted in Health Housing & Human Services for the Metro Supportive Housing Measure.

Charges for Service, Fees, Licenses revenue is budgeted to generate \$180.2 million in FY21-22 which is \$10.2 million or 6.0% more than was budgeted in FY20-21. Charges for Service are increasing across a variety of Business & Community Services and Transportation and Development programs.

Revenue from Bonds & Other Debts is budgeted at \$1.7M in FY21-22 versus \$23.5 million in FY20-21. FY20-21 included the Series 2020 Full Faith and Credit (FFC) and Refunding Obligations.

All Other Revenue Resources is budgeted at \$87.9 million. This category includes \$23.8 million 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 also budgeted to receive \$6.6 million 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 \$31.9 million in medical and other insurance coverage for employees. These contributions are determined in consultation with an actuary. Other revenue sources in this category include Transient Room Tax, Rent and Lease Income, and Franchise fees.

Interfund Transfers / General Fund Support are moneys sent from one County fund to another. Presentation changes of these categories in FY21-22 are the result of the new county-wide chart of account implementation. Most transfers originate in the General Fund and are disbursed to support operations in other funds. These are labeled as General Fund Support and are budgeted at \$146.4 million. The largest recipients of General Fund support include the Sheriff's Office at \$66.5 million, the District Attorney at \$12.0 million, and Health, Housing & Human Services at \$10.3 million.

Personnel Services budgeted to increase \$13.8 million or 4.3% for a total FY21-22 budget of \$334.0 million. This budget includes an increase of 18 full-time equivalent positions. Budgeted COLA increases in FY21-22 were 1.8%. 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 \$11.8 million or 5.2% compared to the prior year's budget. This is the result of an increased practice of scrutiny of historical expenses and benchmarking on a 3 year average when budgeting for FY21-22. Allocated Costs are included within this category and represent the spending through which county operations charge each other for services such as payroll processing, computer support and facilities maintenance. The Materials and Service category can be impacted by many factors, such as; personnel levels and weather related expenditures.

Capital Outlay budgeted at \$61.8 million is anticipated to decrease by 2.4% in FY21-22. 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 decreased \$1.4 million to a \$14.7 budget in FY21-22. This balance within Non Departmental is comprised of Principal payments of \$9.9 million and Interest payments of \$4.8 million.

Special Payments of \$88.7 million in FY21-22 represents a \$29.8 million increase. This category primarily represents 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. The increase in FY21-22 is driven by \$10 million in Health, Housing & Human services for the Metro Supportive Housing Measure and related payment to Housing Authority Clackamas County (HACC) in addition to expected payments from the special grants fund created for federal funding under the American Rescue Plan Act.

Interfund Transfers / General Fund Support are moneys sent from one County fund to another. Presentation changes of these categories in FY21-22 are the result of the new county-wide chart of account implementation. Most transfers originate in the General Fund and are disbursed to support operations in other funds. These are labeled as General Fund Support and are budgeted at \$146.4 million. The largest recipients of General Fund support include the Sheriff's Office at \$66.5M, the District Attorney at \$12.0 million, and Health, Housing & Human Services at \$10.3 million.

Reserves and Contingency are two required budget categories. Reserves are funds set aside for future use and not intended to be spent during the current fiscal year. Reserves are budgeted to decrease in FY21-22 by \$10.1. Contingencies are also funds set aside, but they are considered available if needed for unforeseen circumstances that may arise in the current year. Contingencies are budgeted at \$96.8 million representing a \$57.6 million increase. This increase is driven by Transportation and Development (\$21.6 million) due to bond proceeds, H3S (\$9.2 million) due to federal funding for COVID-19, and Non Departmental (\$24.9 million) due federal funding for COVID-19.

Unappropriated Ending Fund Balance This line reflects total money received but not spent. It shows up as a resource the subsequent year in Beginning Fund Balance.

Resources by Fund and Category FY21-22 Adopted Budget

Funds	Beginning Fund Balance	Taxes	Federal, State, Local, All Other Gifts & Donations	Charges, Fees, License, Permits, Fines, Assessments	Revenue from Bonds & Other Debts	All Other Revenue Resources	Other Interfund Transfers	General Fund Support	Grand Total
General Fund									
100-General Fund	67,332,956	139,964,601	24,646,944	43,666,606	16,000	38,868,942	340,903	121,810,098	436,647,050
General Fund Total	67,332,956	139,964,601	24,646,944	43,666,606	16,000	38,868,942	340,903	121,810,098	436,647,050
Special Revenue Fund									
201-County Fair Fund	509,639		58,167	552,436		1,033,500	516,588		2,670,330
204-County School Fund	-		490,000			10,000			500,000
205-Development Services Fund	11,664,578			9,131,057	7,500	235,602			21,038,737
206-Sheriff's Operating Levy Fund	548,115	13,270,602	158,500						13,977,217
208-Lottery Fund	3,375,214		2,400,000	1,289,211			100,000		7,164,425
211-Law Library Fund	272,471		-	323,727		6,600			602,798
212-Library Network Fund	5,441,406		4,561,461	1,145,296		829,250		2,457,474	14,434,887
215-Road Fund	45,561,036		48,684,366	15,973,890	30,642	3,464,027	759,556	249,235	114,722,752
218-Property Resources Fund	2,152,103			400,000		515,000			3,067,103
223-Countywide Transportation SDC Fund	18,005,240			2,536,400		265,000			20,806,640
224-Public Land Cor Pres Fund	1,458,284			1,097,325		15,000			2,570,609
230-Special Grants Fund			40,613,961						40,613,961
240-Health Housing & Human Services	25,855,187		77,605,030	11,511,611	580,000	982,500	365,283	9,785,892	126,685,503
253-Clackamas Health Centers Fund	14,061,297		5,095,453	39,144,948	45,963	182,234		518,909	59,048,804
255-Transient Lodging Tax Fund	1,246,274		303,105			2,717,666		-	4,267,045
257-Parks & Forestry Fund	3,732,273		1,498,628	1,350,559	1,009,900	262,471	245,000	215,882	8,314,713
Special Revenue Fund Total	133,883,117	13,270,602	181,468,671	84,456,460	1,674,005	10,518,850	1,986,427	13,227,392	440,485,524
Debt Service Fund									
320-Debt Service Fund						3,384,033	1,280,408	4,744,699	9,409,140
321-Debt Service - Gen Obligation Bond Fund		5,289,580				-			5,289,580
Debt Service Fund Total		5,289,580				3,384,033	1,280,408	4,744,699	14,698,720
Capital Projects Fund									
420-Capital Projects Fund	3,966,507		2,627,500					6,574,282	13,168,289
Capital Projects Fund Total	3,966,507		2,627,500					6,574,282	13,168,289
Enterprise Funds									
601-Stone Creek Golf Course Fund	1,253,558			2,800,000		5,000			4,058,558
602-Clackamas Broadband Utility Fund	156,434			2,425,000		44,000			2,625,434
605-911 Center Fund	1,429,401		3,892,895	6,573,488		24,700			11,920,484
Enterprise Funds Total	2,839,393		3,892,895	11,798,488		73,700			18,604,476
Internal Service Funds									
744-Facilities Management Fund	2,079,133			10,573,558		2,699,227			15,351,918
747-Technology Services Fund	2,166,939		35,000	16,431,999		83,000			18,716,938
760-Self-Insurance Fund	19,077,370			1,986,955		31,950,758			53,015,083
761-Risk Management Claims Fund	12,745,361			5,105,000		343,443			18,193,804
770-Fleet Services Fund	436,178			6,125,989	20,000	1,500			6,583,667
Internal Service Funds Total	36,504,981		35,000	40,223,501	20,000	35,077,928			111,861,410
Grand Total	244,526,954	158,524,783	212,671,010	180,145,055	1,710,005	87,923,453	3,607,738	146,356,471	1,035,465,469

* Bolded funds indicate major fund.

Requirements by Fund and Category FY21-22 Adopted Budget

Funds	Personnel Services	Materials and Services	Capital Outlay	General Fund Support	Debt Service	Special Payments	Transfers	Reserve for Future Expenditures	Contingency	Unappropriated Ending Fund Balance	Grand Total
General Fund											
100-General Fund	168,051,779	54,384,777	1,789,984	146,356,471		12,845,079	319,662	21,569,823	19,119,186	12,210,293	436,647,054
General Fund Total	168,051,779	54,384,777	1,789,984	146,356,471		12,845,079	319,662	21,569,823	19,119,186	12,210,293	436,647,054
Special Revenue Fund											
201-County Fair Fund	610,500	1,518,420	90,750			24,250			426,410		2,670,330
204-County School Fund		6,000				494,000					500,000
205-Development Services Fund	6,832,732	3,007,727	94,600				-	4,828,221	6,275,455		21,038,735
206-Sheriff's Operating Levy Fund	11,019,480	2,632,934	-			270,600	54,203				13,977,217
208-Lottery Fund	2,051,533	1,848,845	-			513,650	63,000	-	2,687,396		7,164,425
211-Law Library Fund	329,433	152,365						110,000	11,000		602,798
212-Library Network Fund	3,215,844	3,513,607	4,604,581			850,000	-	2,001,974	248,881		14,434,886
215-Road Fund	21,889,484	21,501,533	40,060,823			5,405,000	1,845,813	3,932,099	20,087,999		114,722,752
218-Property Resources Fund	168,869	600,352	610,000			162,000	100,000	1,343,597	82,285		3,067,103
223-Countywide Transportation SDC Fund		431,747	-			2,250,000	759,556	10,000,000	7,365,337		20,806,640
224-Public Land Cor Pres Fund	754,773	173,965	15,000					275,000	1,351,871		2,570,609
230-Special Grants Fund						40,613,961					40,613,961
240-Health Housing & Human Services Fund	50,531,570	43,146,846	1,070,480		4,000	24,161,768	212,213		7,558,625		126,685,502
253-Clackamas Health Centers Fund	35,105,076	9,876,055	3,500,000			6,376			10,561,297		59,048,804
255-Transient Lodging Tax Fund	942,174	1,719,367							1,605,503		4,267,045
257-Parks & Forestry Fund	1,750,056	2,125,716	1,693,647			2,000		2,369,773	373,520		8,314,712
Special Revenue Fund Total	135,201,525	92,255,480	51,739,881		4,000	74,753,605	3,034,785	24,860,664	58,635,579		440,485,520
Debt Service Fund											
320-Debt Service Fund					9,409,140						9,409,140
321-Debt Service - Gen Obligation Bond Fund					5,289,580						5,289,580
Debt Service Fund Total					14,698,720						14,698,720
Capital Projects Fund											
420-Capital Projects Fund		5,810,553	5,357,736					2,000,000			13,168,289
Capital Projects Fund Total		5,810,553	5,357,736					2,000,000			13,168,289
Enterprise Funds											
601-Stone Creek Golf Course Fund		2,582,999	50,000			1,000	200,000	836,540	388,019		4,058,558
602-Clackamas Broadband Utility Fund	772,282	677,170	1,063,896			40,000		-	72,086		2,625,434
605-911 Center Fund	8,435,633	1,092,692	20,000			1,045,000		717,825	609,334		11,920,484
Enterprise Funds Total	9,207,916	4,352,861	1,133,896			1,086,000	200,000	1,554,365	1,069,439		18,604,476
Internal Service Funds											
744-Facilities Management Fund	6,341,709	7,007,133	275,500					-	1,727,577		15,351,919
747-Technology Services Fund	9,232,650	7,662,329	1,145,000					376,958	300,000		18,716,937
760-Self-Insurance Fund	1,767,084	37,563,001						2,476,652	11,208,346		53,015,083
761-Risk Management Claims Fund	1,486,264	3,964,950						8,360,000	4,382,590		18,193,804
770-Fleet Services Fund	2,663,451	3,217,541	350,000					-	352,674		6,583,667
Internal Service Funds Total	21,491,159	59,414,954	1,770,500					11,213,610	17,971,187		111,861,409
Grand Total	333,952,378	216,218,625	61,791,997	146,356,471	14,702,720	88,684,684	3,554,447	61,198,462	96,795,392	12,210,293	1,035,465,469

* Bolded funds indicate major fund.

Requirements by Fund and Department FY21-22 Adopted Budget

Funds	Assessment & Taxation	Business & Community Services (BCS)	Clackamas 911 (CCOM)	Community Corrections	County Admin / BCC	County Clerk	County Counsel	Disaster Management	District Attorney (DA)	Finance	Health, Housing & Human Services (H3S)	Human Resources (HR)
General Fund												
100-General Fund	9,435,548			17,656,064	6,331,576	4,652,350	3,129,050	4,152,871	15,448,549	8,577,634		5,063,700
General Fund Total	9,435,548			17,656,064	6,331,576	4,652,350	3,129,050	4,152,871	15,448,549	8,577,634		5,063,700
Capital Projects Fund												
420-Capital Projects Fund										13,168,289		
Capital Projects Fund Total										13,168,289		
Debt Service Fund												
320-Debt Service Fund												
321-Debt Service - Gen Obligation Bond Fund												
Debt Service Fund Total												
Enterprise Funds												
601-Stone Creek Golf Course Fund		4,058,558										
602-Clackamas Broadband Utility Fund												
605-911 Center Fund			11,920,484									
Enterprise Funds Total		4,058,558	11,920,484									
Internal Service Funds												
744-Facilities Management Fund										15,351,919		
747-Technology Services Fund												
760-Self-Insurance Fund												53,015,083
761-Risk Management Claims Fund												18,193,804
770-Fleet Services Fund												
Internal Service Funds Total										15,351,919		71,208,887
Special Revenue Fund												
201-County Fair Fund		2,670,330										
204-County School Fund												
205-Development Services Fund												
206-Sheriff's Operating Levy Fund												
208-Lottery Fund		7,164,425										
211-Law Library Fund												
212-Library Network Fund		14,434,887										
215-Road Fund												
218-Property Resources Fund		3,067,103										
223-Countywide Transportation SDC Fund												
224-Public Land Cor Pres Fund												
230-Special Grants Fund												
240-Health Housing & Human Services Fund											126,685,502	
253-Clackamas Health Centers Fund											59,048,804	
255-Transient Lodging Tax Fund					4,267,045							
257-Parks & Forestry Fund		8,314,713										
Special Revenue Fund Total		35,651,458			4,267,045						185,734,306	
Grand Total	9,435,548	39,710,016	11,920,484	17,656,064	10,598,621	4,652,350	3,129,050	4,152,871	15,448,549	37,097,842	185,734,306	76,272,587

Requirements by Fund and Department FY21-22 Adopted Budget

Funds	Justice Court	Juvenile Department	Law Library	Misc/Pass- Through	Non Departmental	Public & Government Affairs (PGA)	Resolution Services	Sheriff's Office (CCSO)	Technology Services (TS)	Transportation & Development (DTD)	Treasurer's Office	Grand Total
General Fund												
100-General Fund	3,342,309	11,396,441		23,762,584	207,216,005	5,772,252	1,469,894	89,231,164		18,677,093	1,331,971	436,647,054
General Fund Total	3,342,309	11,396,441		23,762,584	207,216,005	5,772,252	1,469,894	89,231,164		18,677,093	1,331,971	436,647,054
Capital Projects Fund												
420-Capital Projects Fund												13,168,289
Capital Projects Fund Total												13,168,289
Debt Service Fund												
320-Debt Service Fund					9,409,140							9,409,140
321-Debt Service - Gen Obligation Bond Fund					5,289,580							5,289,580
Debt Service Fund Total					14,698,720							14,698,720
Enterprise Funds												
601-Stone Creek Golf Course Fund												4,058,558
602-Clackamas Broadband Utility Fund									2,625,434			2,625,434
605-911 Center Fund												11,920,484
Enterprise Funds Total									2,625,434			18,604,476
Internal Service Funds												
744-Facilities Management Fund												15,351,919
747-Technology Services Fund									18,716,938			18,716,938
760-Self-Insurance Fund												53,015,083
761-Risk Management Claims Fund												18,193,804
770-Fleet Services Fund										6,583,667		6,583,667
Internal Service Funds Total									18,716,938	6,583,667		111,861,411
Special Revenue Fund												
201-County Fair Fund												2,670,330
204-County School Fund				500,000								500,000
205-Development Services Fund										21,038,737		21,038,737
206-Sheriff's Operating Levy Fund								13,977,217				13,977,217
208-Lottery Fund												7,164,425
211-Law Library Fund			602,798									602,798
212-Library Network Fund												14,434,887
215-Road Fund										114,722,752		114,722,752
218-Property Resources Fund												3,067,103
223-Countywide Transportation SDC Fund										20,806,640		20,806,640
224-Public Land Cor Pres Fund										2,570,609		2,570,609
230-Special Grants Fund					40,613,961							40,613,961
240-Health Housing & Human Services Fund												126,685,502
253-Clackamas Health Centers Fund												59,048,804
255-Transient Lodging Tax Fund												4,267,045
257-Parks & Forestry Fund												8,314,713
Special Revenue Fund Total			602,798	500,000	40,613,961			13,977,217		159,138,738		440,485,523
Grand Total	3,342,309	11,396,441	602,798	24,262,584	262,528,686	5,772,252	1,469,894	103,208,381	21,342,372	184,399,498	1,331,971	1,035,465,469

* Bolded funds indicate major fund.

Resources and Requirements by Function for Major Funds

	<u>General Fund</u>			<u>Road Fund</u>		
	2019-20 Actual	2020-21 Projection	2021-22 Budget	2019-20 Actual	2020-21 Projection	2021-22 Budget
<u>Resources by Category</u>						
Beginning Fund Balance	83,062,280	73,614,431	67,332,956	30,565,609	32,567,985	45,561,036
Taxes	133,082,464	134,595,351	139,964,601			
Federal, State, Local, All Others	27,984,829	29,230,290	24,646,944	37,844,575	36,503,582	48,684,366
Charges/Fees/License/Permits	38,206,779	35,207,095	43,666,606	7,950,875	15,555,380	15,973,890
Revenue from Bonds & Other Debts	26,340	2,334,500	16,000	56,477	20,050,000	30,642
All Other Revenue Resources	33,936,345	32,956,344	38,868,942	409,397	504,255	3,464,027
Interfund Transfers	105,410,819	103,346,428	122,151,001	354,986	1,098,951	1,008,791
	338,647,577	337,670,008	369,314,094	46,616,309	73,712,168	69,161,716
Total Resources	421,709,858	411,284,439	436,647,054	77,181,918	106,280,153	114,722,752
<u>Requirements by Function</u>						
General Government	181,951,227	231,017,687	251,510,083			
Culture, Education and Recreation						
Economic Development	11,658,223	15,356,457	18,677,093	3,358,668	3,457,322	4,548,666
Health and Human Services						
Roads & Infrastructure				41,255,445	102,822,831	110,174,086
Public Safety	138,738,037	145,768,908	142,697,294			
Misc/Pass-Through	15,747,939	19,141,389	23,762,584			
	348,095,426	411,284,439	436,647,054	44,614,113	106,280,153	114,722,752
Ending Fund Balance	73,614,431			32,567,805		
Total Requirements	421,709,858	411,284,439	436,647,054	77,181,918	106,280,153	114,722,752

*FY21-22 Presentation changes are the result of the new county-wide chart of account implementation.

Resources and Requirements by Function for Major Funds

	<u>Health Housing & Human Services Fund</u>			<u>All Other Funds</u>			<u>Total</u>		
	<u>2019-20 Actual</u>	<u>2020-21 Projection</u>	<u>2021-22 Budget</u>	<u>2019-20 Actual</u>	<u>2020-21 Projection</u>	<u>2021-22 Budget</u>	<u>2019-20 Actual</u>	<u>2020-21 Projection</u>	<u>2021-22 Budget</u>
<u>Resources by Category</u>									
Beginning Fund Balance	14,971,425	20,122,228	25,855,187	106,102,553	116,614,069	105,777,775	234,701,867	242,918,713	244,526,954
Taxes				17,495,156	17,248,964	18,560,182	150,577,620	151,844,315	158,524,783
Federal, State, Local, All Others	56,224,041	84,450,773	77,605,030	18,684,592	23,507,559	61,734,670	140,738,037	173,692,204	212,671,010
Charges/Fees/License/Permits	10,225,289	10,180,336	11,511,611	101,841,038	98,299,541	108,992,948	158,223,981	159,242,352	180,145,055
Revenue from Bonds & Other Debts	572,485	587,408	580,000	1,329,084	33,719,819	1,083,363	1,984,386	56,691,727	1,710,005
All Other Revenue Resources	344,551	235,782	982,500	42,894,639	43,582,040	44,607,984	77,584,932	77,278,421	87,923,453
Interfund Transfers	11,823,979	10,161,908	10,151,175	12,589,952	12,856,631	16,653,243	130,179,736	127,463,918	149,964,210
	79,190,346	105,616,207	100,830,316	194,834,460	229,214,554	251,632,389	659,288,692	746,212,937	790,938,515
Total Resources	94,161,771	125,738,435	126,685,502	300,937,013	345,828,623	357,410,164	893,990,559	989,131,650	1,035,465,469
<u>Requirements by Function</u>									
General Government				86,597,609	170,946,794	180,651,192	268,548,837	401,964,481	432,161,274
Culture, Education and Recreation				13,562,347	30,610,413	34,438,731	13,562,347	30,610,413	34,438,731
Economic Development	6,192,363	7,391,564	8,210,845	11,212,171	33,262,483	28,880,628	32,421,425	59,467,826	60,317,232
Health and Human Services	71,988,730	118,346,871	118,474,657	41,458,158	57,457,002	59,048,804	113,446,888	175,803,873	177,523,461
Roads & Infrastructure				5,421,498	24,738,318	27,390,307	46,676,942	127,561,149	137,564,393
Public Safety				21,750,031	25,908,612	26,500,499	160,488,068	171,677,520	169,197,793
Misc/Pass-Through				3,720,684	2,905,000	500,000	19,468,623	22,046,389	24,262,584
	78,181,093	125,738,435	126,685,502	183,722,499	345,828,622	357,410,160	654,613,131	989,131,650	1,035,465,469
Ending Fund Balance	15,980,678			117,214,513			239,377,427		
Total Requirements	94,161,771	125,738,435	126,685,502	300,937,013	345,828,623	357,410,164	893,990,559	989,131,650	1,035,465,469

*FY21-22 Presentation changes are the result of the new county-wide chart of account implementation.

Summary of Full-Time Equivalents by Department

County Workforce Summary

The FY 2021-22 budget provides for 2,290 full-time equivalent positions (FTE). This is an increase of 18 FTE from the amended FY 2020-21 budget.

The largest employers are Health, Housing and Human Services with 679 positions (29.7%), the Sheriff with 553 positions (24.1%), and the Department of Transportation & Development with 302 positions (13.2%). Included in the Non-Departmental & Pass-Through classification are 155 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 a current rate of 515 FTE.

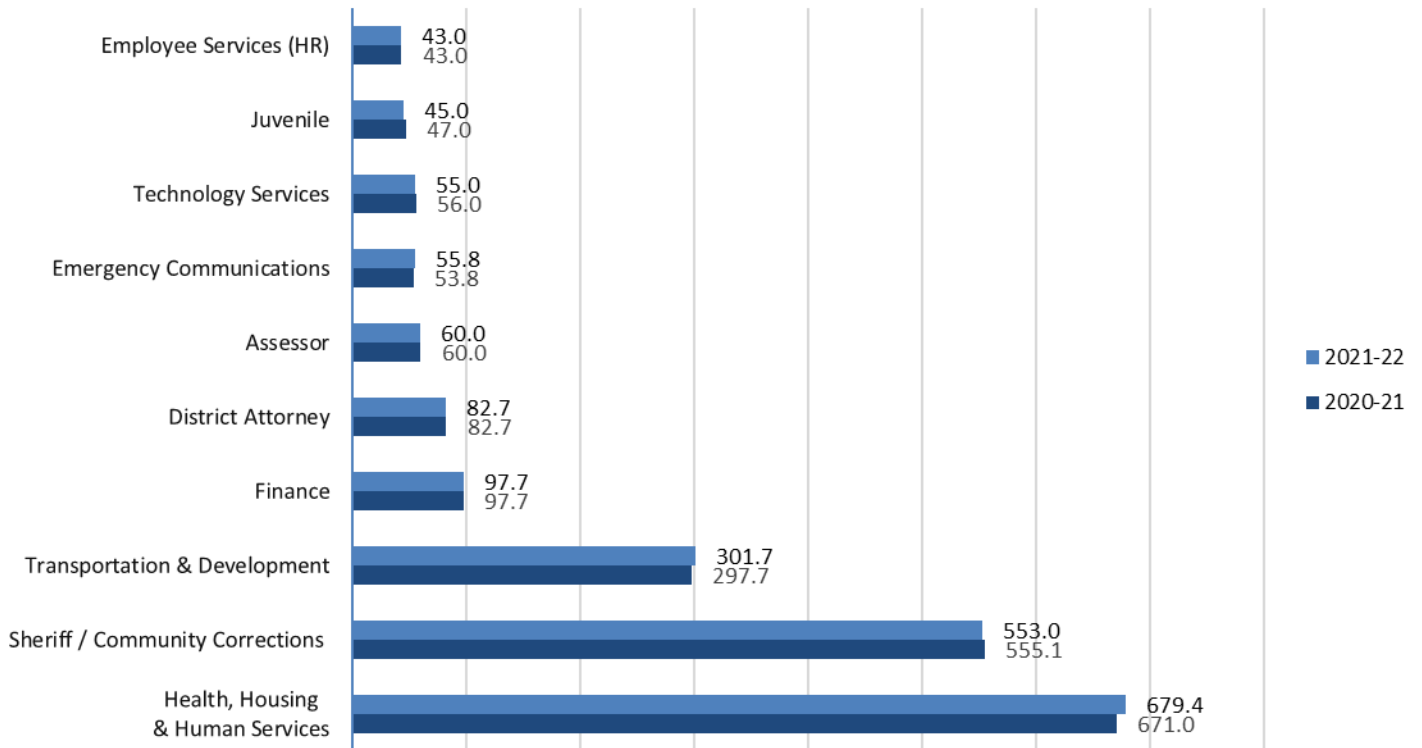
After having reduced staffing several years ago, Health, Housing, and Human Services has increased positions substantially beginning FY2020-21 due to COVID-19 related positions primarily in the Health Centers and Public Health Programs.

Summary of Full-Time Equivalents by Department

County Workforce Summary

<u>Department</u>	2018-19 Actual	2019-20 Actual	2020-21 Amended	2021-22 Adopted
Health, Housing & Human Services	564	577	671	679
Sheriff	563	568	555	553
Transportation & Development	296	302	298	302
Miscellaneous & Pass-Through	149	150	150	155
Finance	97	98	98	98
District Attorney	80	84	83	83
Assessor	59	60	60	60
Emergency Communications	50	54	54	56
Technology Services	56	56	56	55
Juvenile	55	47	47	45
Human Resources	43	43	43	43
Business & Community Services	38	45	43	43
General County Administration	33	33	24	27
Public & Government Affairs	22	22	22	22
Clerk	19	19	19	19
Disaster Management	11	11	12	16
County Counsel	13	13	13	13
Treasurer	6	6	7	7
Justice Court	8	8	7	7
Resolution Services	11	10	9	7
Law Library	2	2	2	2
Total Budgeted Full-Time Equivalents (FTE's)	2,172	2,207	2,272	2,290

FY 2021-22 vs FY 2020-21 TOP 10 DEPARTMENTS BY FTE'S

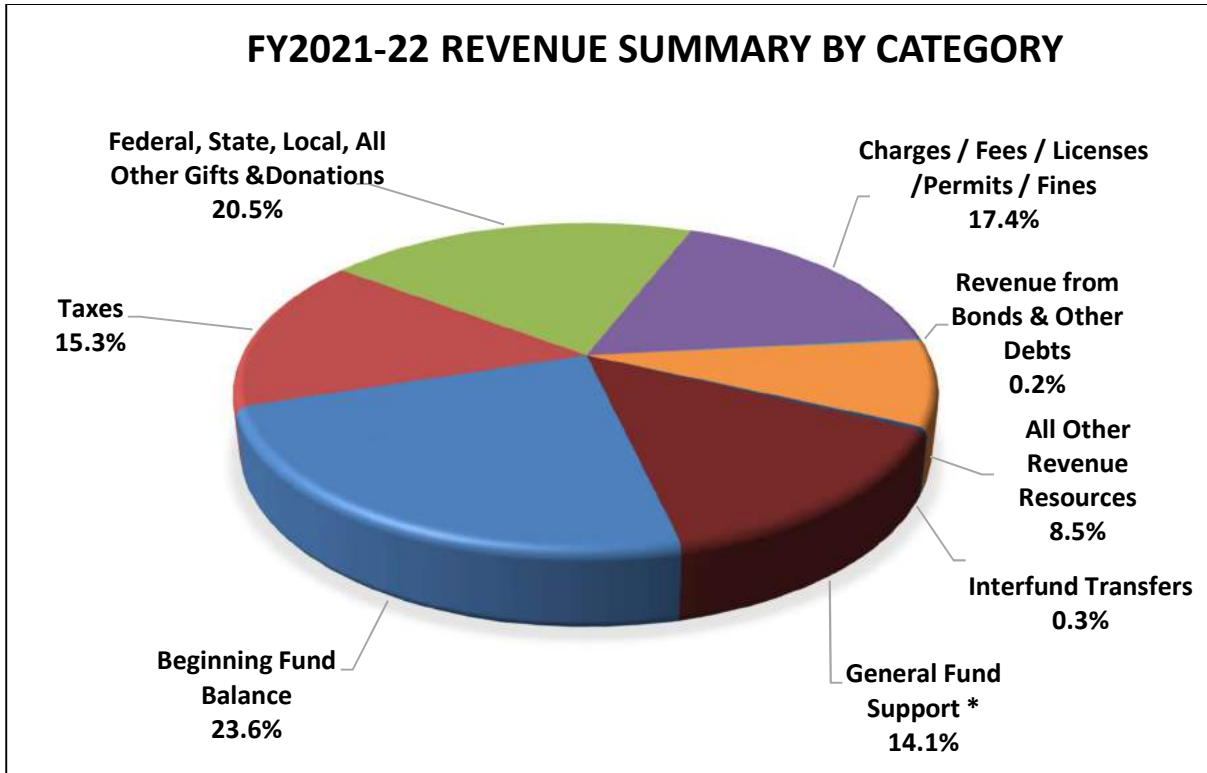


Fund balance is the difference between accumulated resources and the requirements charged against them over the life of a fund. The fund balance at the end of one fiscal year is what is left to be carried forward to the following year. In keeping with Oregon Budget Law, Clackamas County does not budget 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 2020-21 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.

Fund	Est Beg Fund Bal				Est End Fund Bal	
	07/01/2021	Revenue	Expenditures	Transfers In		Transfers Out
911 Center Fund	1,429,401	10,491,083	10,593,325	-	-	1,327,159
Capital Projects	3,966,507	2,627,500	11,168,289	6,574,282	-	2,000,000
Clackamas Broadband Utility	156,434	2,469,000	2,553,348	-	-	72,086
Clackamas County Debt Service	-	3,384,033	9,409,140	6,025,107	-	-
Clackamas County Debt Service - GO	-	5,289,580	5,289,580	-	-	-
Clackamas Health Centers	14,061,297	44,468,598	48,487,507	518,909	-	10,561,297
County Fair Fund	509,639	1,644,103	2,243,920	516,588	-	426,410
County School Fund	-	500,000	500,000	-	-	-
Countywide Transportation SDC Fund	18,005,240	2,801,400	2,681,747	-	759,556	17,365,337
Development Services Fund	11,664,578	9,374,159	9,935,059	-	-	11,103,676
Facilities Management Fund	2,079,133	13,272,785	13,624,342	-	-	1,727,577
Fleet Services Fund	436,178	6,147,489	6,230,993	-	-	352,674
General Fund	67,332,956	247,163,093	237,071,619	122,151,001	146,676,133	52,899,302
Health Housing & Human Services Fund	25,855,187	90,679,141	118,914,664	10,151,175	212,213	7,558,625
Law Library Fund	272,471	330,327	481,798	-	-	121,000
Library Network	5,441,406	6,536,007	12,184,031	2,457,474	-	2,250,855
Lottery Fund	3,375,214	3,689,211	4,414,029	100,000	63,000	2,687,396
Parks & Forestry Fund	3,732,273	4,121,558	5,571,419	460,882	-	2,743,293
Property Resources Fund	2,152,103	915,000	1,541,221	-	100,000	1,425,882
Public Land Cor Pres Fund	1,458,284	1,112,325	943,738	-	-	1,626,871
Risk Management Claims Fund	12,745,361	5,448,443	5,451,214	-	-	12,742,590
Road Fund	45,561,036	68,152,925	88,856,841	1,008,791	1,845,813	24,020,098
Self-Insurance Fund	19,077,370	33,937,713	39,330,085	-	-	13,684,998
Sheriff's Operating Levy	548,115	13,429,102	13,923,014	-	54,203	-
Special Grants Fund	-	40,613,961	40,613,961	-	-	-
Stone Creek Golf Course	1,253,558	2,805,000	2,633,999	-	200,000	1,224,559
Technology Services Fund	2,166,939	16,549,999	18,039,979	-	-	676,958
Transient Lodging Tax Fund	1,246,274	3,020,771	2,661,542	-	-	1,605,503
Grand Total	244,526,954	640,974,306	715,350,404	149,964,209	149,910,918	170,204,147

REVENUE ANALYSIS



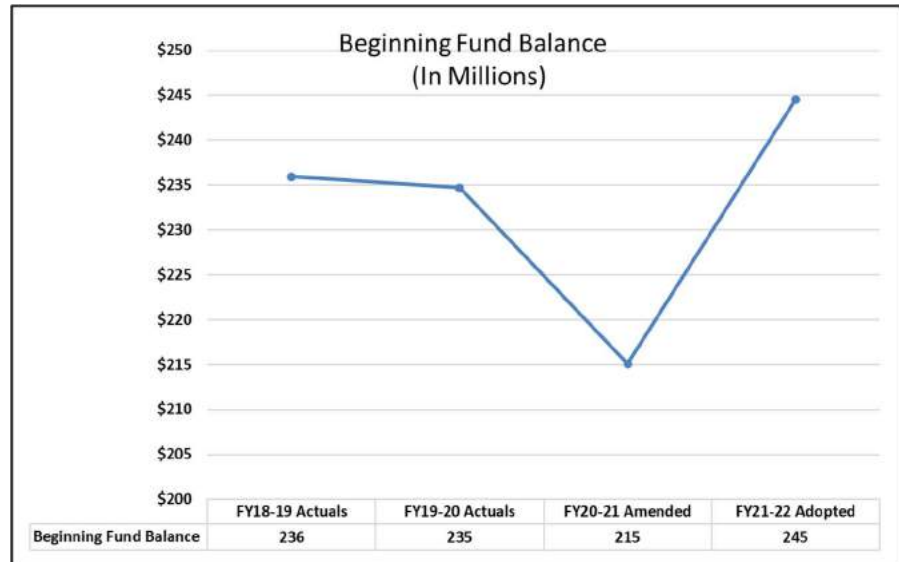
Resources Category	FY20-21 Amended	FY21-22 Adopted	% of Total
Beginning Fund Balance	215,077,291	244,526,954	23.6%
Taxes	154,190,294	158,524,783	15.3%
Federal, State, Local, All Other Gifts & Donations	185,128,598	212,671,010	20.5%
Charges / Fees / Licenses / Permits / Fines	169,926,593	180,145,055	17.4%
Revenue from Bonds & Other Debts	23,537,875	1,710,005	0.2%
All Other Revenue Resources	78,548,181	87,923,453	8.5%
Interfund Transfers	136,125,902	3,607,738	0.3%
General Fund Support *	-	146,356,471	14.1%
Total Resources	962,534,734	1,035,465,468	100.0%

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

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 increasing as spending comes in lower than budgeted. For FY21-22, fund balance of \$244.5 million is 13.7% higher than FY20-21.

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.



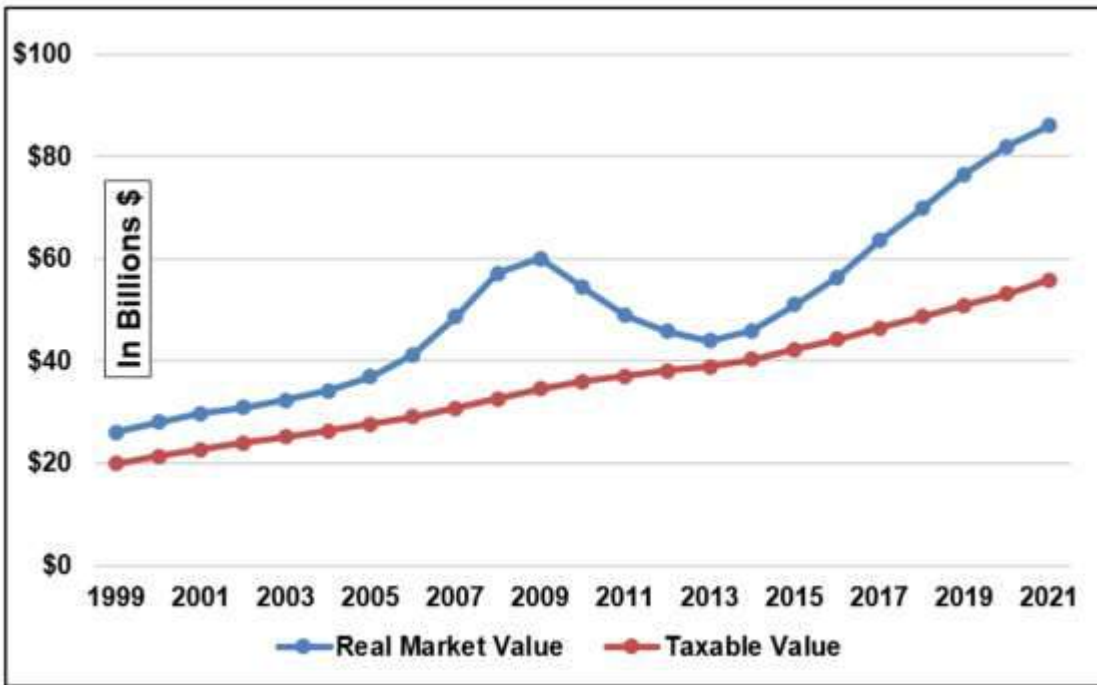
Property Tax Revenue

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.



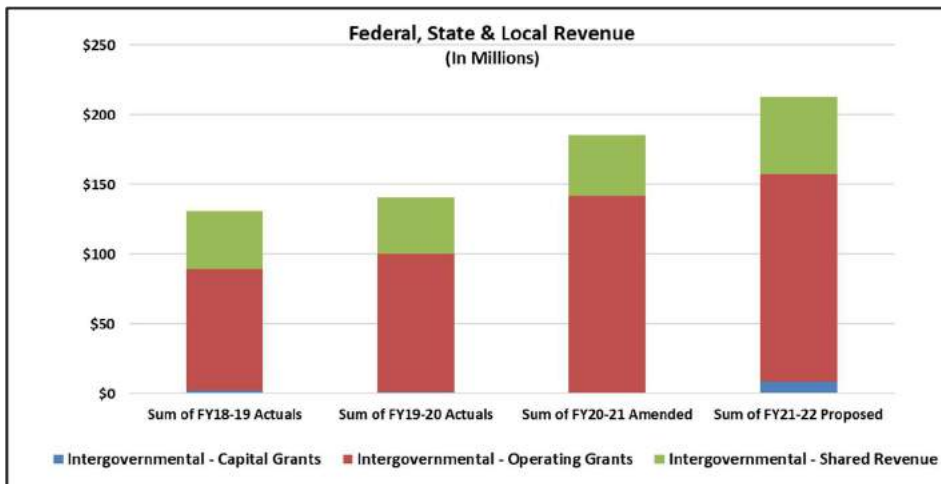
As of January 1, 2021, the most recent valuation date available, the market value of property in Clackamas County was \$86.0 billion. This is the fifth year the total has exceeded the previous high of \$60 billion which was reached in 2008. Five years ago, market value was 6.1% below the 2008 high value so the market has been improving.

The assessed value of an average home is equal to about 65% of its real market value. The Assessor's value represents the property

values as of the assessment date which is January 1, 2020 and reflects the change in value from January 1, 2019 to January 1, 2020.

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.

Federal, State, and Local Revenue



Clackamas County reports revenue from other jurisdictions in three classifications within this revenue category. Capital Grants, Operating Grants, and Shared Revenues. These moneys are alike in that they are provided (with the exception of shared revenue from federal lands) for the operation of specific programs mandated or otherwise designated by those jurisdictions.

They make up 20.5% of total resources. Departments

estimate the grant revenues they will receive based on the most current information provided to by their grantors.

Operating Grants – Budgeted at \$149.0 million in FY21-22, Operating Grants provide the largest share of support for designated activities. The FY21-22 budget represents an increase of \$7.3 million from FY20-21. The budget increase is driven by \$40.6 of increases in Non Departmental for the American Rescue Plan Act funding and partially offset by decreases in Health, Housing, and Human Services and Business & Community Services.

Capital Grants - Moneys for Capital Grants are budgeted at \$8.5 million for FY21-22, which is an \$8.2 million increase from the prior year. This increase is driven by a \$6.3 million increase within the Transportation Engineering & Construction program.

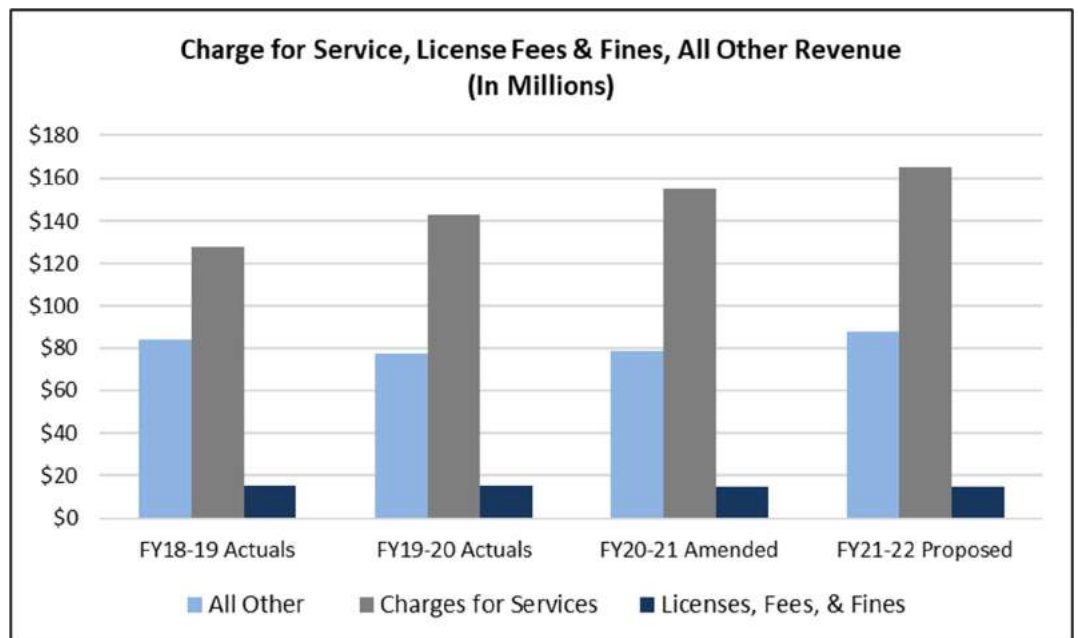
Shared Revenues - Shared Revenue refers to funds that are provided by cities, counties and regional agencies. These sources combined add \$55.2 million in revenue to Clackamas County. This includes \$10 million of Metro Supportive Housing funds to Health, Housing, and Human Services and \$34.2 million for gas and state highway taxes. Also included in this revenue source for FY21-22 are marijuana tax revenue and video lottery money for economic development activities.

Charges for Services, Fees, Fines, and Other Revenue

These revenues come from payments for services and support the units that provide those services. As a group, they provide 17.4% of Clackamas County's resources.

Charge for Services – These are payments for services provided by County departments to residents 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. Charge for services will bring in about \$165 million to the County this year, an increase of \$9.5 million. The largest driver comes from Transportation & Development for Fees Collected for Other Agencies.

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 21-22 is \$10.8 million for services that are accounted for under this umbrella.



Another important component of fee revenue in the General Fund is recording fees collected by the County Clerk which are budgeted at \$3.3 million in FY21-22. This revenue is estimated by the Clerk based on recent trends and projected economic conditions.

Licenses, Fees, and Fines – 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 \$15.1 million for FY21-22. The Development Services Fund within the Department of Transportation collects fees for building, electrical, plumbing and other permits totaling \$8.4M. Fines are included in this category but the only significant source of fines is the Justice Court which is budgeted to collect about \$3.1 million during FY21-22.

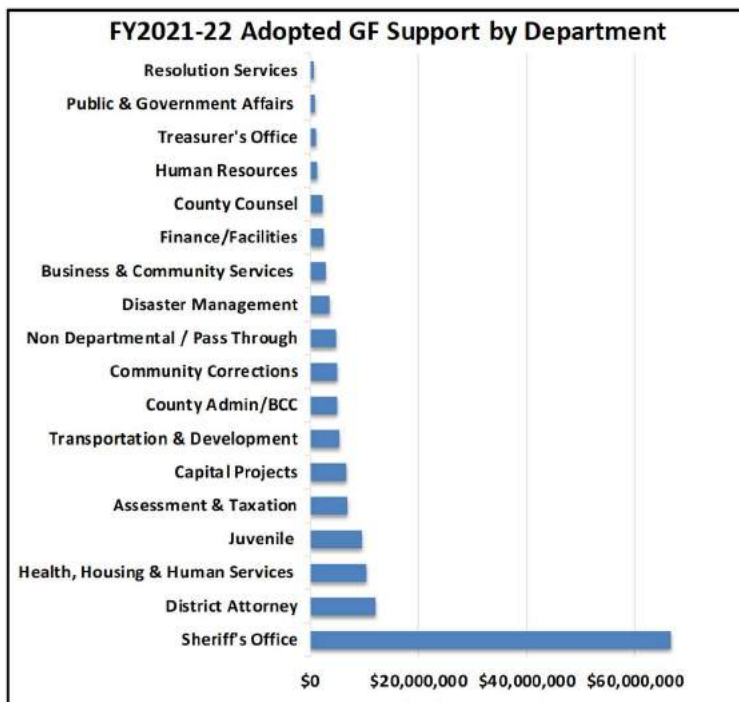
Other Revenue – This revenue classification is a catchall for sources as diverse as interest income, miscellaneous reimbursements, sales and loan proceeds. The category is budgeted to contribute \$87.9 million to total County revenues for FY21-22. About \$23.8 million is accounted for in the General Fund dedicated for 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 \$31.9 million in medical and other insurance coverage for employees. These contributions are determined in consultation with an actuary.

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.

Most interfund transfers come from the General Fund as General Fund Support 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 General Fund Support transfers in FY21-22 total \$146.4 million with almost 70% of this support going to the Sheriff, District Attorney, H3S, and Juvenile.

Department	FY21-22 Proposed Budget Total Expense	FY21-22 Adopted Budget GF Support	GF% Of Total Budget
Sheriff's Office	103,208,382	66,533,841	64%
District Attorney	15,448,549	11,993,100	78%
Health, Housing & Human Services	185,734,307	10,304,801	5%
Juvenile	11,396,441	9,597,489	84%
Assessment & Taxation	9,435,547	6,790,547	72%
Capital Projects	13,168,289	6,574,282	50%
Transportation & Development	184,399,496	5,263,430	3%
County Admin/BCC	10,598,620	4,980,961	47%
Community Corrections	17,656,064	4,848,763	27%
Non Departmental / Pass Through	286,791,270	4,744,699	2%
Disaster Management	4,152,871	3,638,921	88%
Business & Community Services	39,710,015	2,673,356	7%
Finance/Facilities	23,929,552	2,395,278	10%
County Counsel	3,129,050	2,180,050	70%
Human Resources	76,272,586	1,299,995	2%
Treasurer's Office	1,331,971	1,004,470	75%
Public & Government Affairs	5,772,252	915,711	16%
Resolution Services	1,469,894	616,777	42%
Tech Services	21,342,372	0	0%
Clackamas 911 (CCOM)	11,920,484	0	0%
County Clerk	4,652,350	0	0%
Justice Court	3,342,309	0	0%
Law Library	602,799	0	0%
Grand Total	1,035,465,469	146,356,471	14%



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 seventh 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.

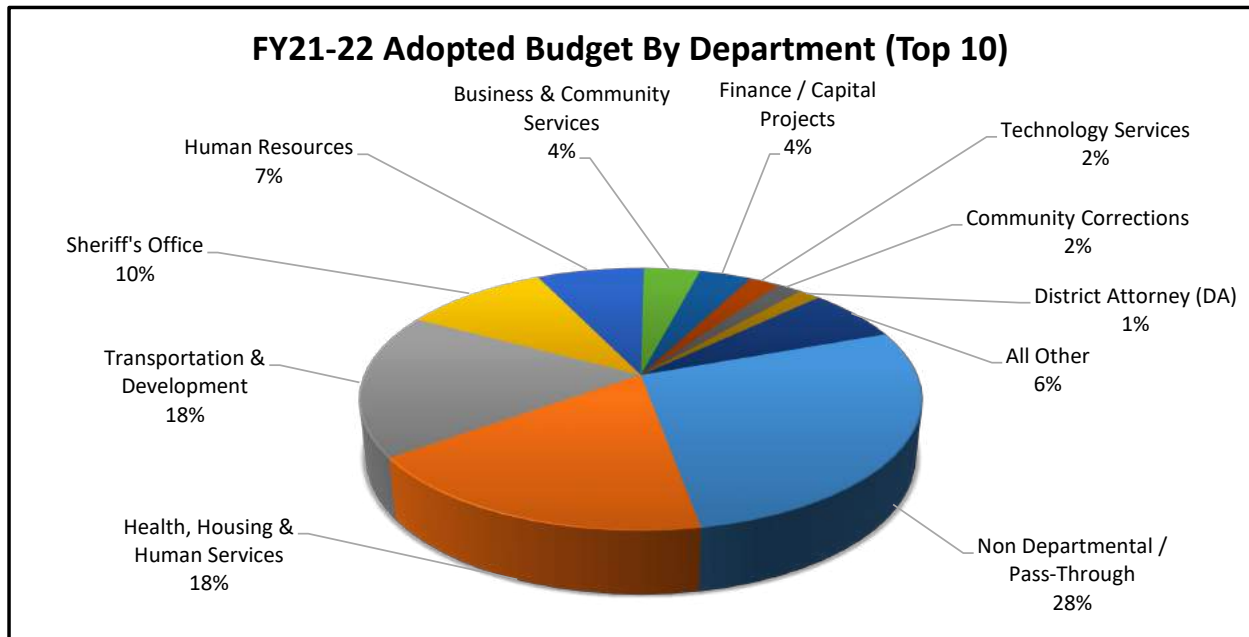
Seventeen departments have developed their Performance Clackamas strategic business plans thus far: Finance, Business and Community Services, Transportation and Development, Technology Services, Disaster Management, Assessor, Board of County Commissioners and County Administration, Counsel, Clerk, Public and Government Affairs, Health, Housing, and Human Services, Juvenile, Emergency Communications, Community Corrections, Human Resources, Resolutions Services and Treasurer's Office.

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 four years. Each department then discusses its mission, provides an overview of major programs, and details primary goals and objectives toward accomplishment of its mission.

Requirements by Department	FY18-19 Actuals	FY19-20 Actuals	FY20-21 Amended	FY20-21 Projection	FY21-22 Adopted
Assessment & Taxation	7,685,462	8,295,632	8,939,259	8,643,630	9,435,548
Business & Community Services	17,058,122	15,472,260	44,777,507	40,939,389	39,710,015
Clackamas 911 (CCOM)	7,848,190	8,717,096	12,026,777	11,348,737	11,920,484
Community Corrections	15,595,212	16,435,813	17,403,500	18,272,802	17,656,064
County Administration	9,916,304	7,783,087	7,409,775	7,719,638	10,598,620
County Clerk	3,515,644	3,319,410	4,184,844	4,104,111	4,652,350
County Counsel	2,728,521	2,863,497	3,031,453	2,971,416	3,129,050
Disaster Management	2,471,239	2,944,280	8,224,589	5,781,598	4,152,871
District Attorney (DA)	13,393,626	13,815,610	15,182,445	15,442,253	15,448,549
Finance / Capital Projects	22,401,720	21,812,441	31,986,266	32,867,719	37,097,841
Health, Housing & Human Services	112,670,842	119,639,250	183,753,443	183,195,437	185,734,307
Human Resources	36,815,537	37,503,501	72,262,971	74,857,688	76,272,586
Justice Court	4,034,136	4,235,144	4,714,256	4,637,060	3,342,309
Juvenile Department	9,555,191	13,020,347	13,167,024	13,035,436	11,396,441
Law Library	389,517	400,609	562,016	646,905	602,798
Non Departmental / Pass-Through	182,168,201	183,352,319	220,185,760	260,239,707	286,791,270
Public & Government Affairs	5,003,436	5,262,786	5,152,474	5,168,318	5,772,252
Resolution Services	1,624,058	1,429,064	1,563,643	1,550,547	1,469,894
Sheriff's Office	93,440,062	97,723,171	102,277,689	100,962,182	103,208,382
Technology Services	16,475,512	18,643,619	26,454,230	26,323,473	21,342,372
Transportation & Development	72,500,370	70,911,965	178,159,643	169,308,435	184,399,496
Treasurer's Office	918,803	1,032,226	1,115,170	1,115,170	1,331,971
Total Requirements by Department	638,209,704	654,613,129	962,534,734	989,131,650	1,035,465,469





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/>



PURPOSE STATEMENT: The mission of the Assessment & Taxation Department is to administer the State property tax laws; including Appraisal, Assessment, Tax Collection and Mapping services to property taxpayers, county citizens 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 (10)

T. Little, County Assessor
FTE 60

Total Adopted \$9,435,547

General Fund Support \$6,790,547

Administration T. Little FTE 2.0 Total Adopted \$404,879 Gen Fund \$ 359,046	Property Tax Revenue & Records B. Rueda FTE 28 Total Adopted \$3,956,790 Gen Fund \$ 3,113,123	Valuation L. Longfellow Total Adopted \$5,073,878 Gen Fund \$ 3,318,378
Office of the Assessor & Tax Collector T. Little FTE 2.0 Total Adopted \$404,879 Gen Fund \$ 359,046	Property Records & Customer Service M. Nava FTE 16.5 Total Adopted \$2,216,362 Gen Fund \$ 1,781,237	Annual Property Valuation J. Bonnet FTE 14.5 Total Adopted \$2,603,905 Gen Fund \$ 1,897,813
	Tax Certification, Collections, & Distribution M. Coy FTE 11.5 Total Adopted \$1,740,428 Gen Fund \$ 1,331,886	Value Adjustment T. Cooper FTE 15.5 Total Adopted \$2,469,973 Gen Fund \$ 1,420,565



Department of Assessment & Taxation (10)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 21/22		FY 21/22		FY 21/22	
<i>Program</i>	<i>Prog #</i>	FTE	General Fund	Total Adopted Budget		FY 21/22 General Fund Support Included in Adopted Budget**
Administration						
Office of the Assessor & Tax Collector	100101	2.0	404,879	404,879		359,046
Property Tax Revenue & Records						
Property Records & Customer Service	100202	16.5	2,216,362	2,216,362		1,781,237
Tax Certification, Collection & Distribution	100203	11.5	1,740,428	1,740,428		1,331,886
Valuation						
Annual Property Valuation	100302	14.5	2,603,905	2,603,905		1,897,813
Value Adjustment	100303	15.5	2,469,973	2,469,973		1,420,565
TOTAL		60.0	9,435,547	9,435,547		6,790,547
FY 20-21 Budget		60.0	8,939,259	8,939,259		6,533,860
\$ Increase (Decrease)		0.0	496,288	496,288		256,687
% Increase (Decrease)		0.0	5.6%	5.6%		3.9%

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



Administration Line of Business
Office of the Assessor & Tax Collector

Purpose Statement

The purpose of the Office of the Assessor and Tax Collector Program is to provide leadership and support services to all A & T Programs so we can accurately, fairly, and equitably accomplish the administrative requirements of Oregon's Property Tax System.

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, in 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 it is a continual challenge to help Oregonians understand our complicated tax system and for us to administer it with limited resources. Since the passage of Measure 50 (over 20 years ago) our department has added only 2.5 FTE. They were added over the last five years and bring us to our current level of 60 FTE. Each year we fall well below the Department of Revenue recommended staffing guidelines estimated for Clackamas County, currently we are approximately 14% below their recommendations. Since 2000, the County has seen significant growth with over 20,000 new property tax accounts and a 197% increase in Real Market Value- from \$29 billion to \$86 billion in 2020. This growth supports additional FTE in Valuation and moves us closer to DOR guidelines. In past years we've been successful on an outcome based evaluation and qualified for the CAFFA Grant but maintaining that with the current demands is not sustainable. 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. 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 would help build public trust by cost sharing.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Projected Performance	FY 21-22 Target
Result	Department will operate within 95% of its annual adopted budget	95%	95%	95%	95%	95%
Result	A partnership funding agreement will be in place to achieve annual flights of oblique aerial imagery by 2023	0%	0%	50%	50%	75%
Efficiency	Total cost per account	\$44	\$48	\$46	\$49	\$52
Efficiency	Tax revenue generated per \$ of budgeted expenditure	\$108	\$111	\$112	\$109	\$106

Program includes:

- Mandated Services Yes
- 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 (with funding source)

Explanation

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 & Tax Collector

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	40,336	187,679	184,582	181,124	45,833	(138,749)	-75%
All Other Revenue Resources	8,139	-	-	-	-	-	-
General Fund Support	323,496	321,590	313,167	177,676	359,046	45,879	15%
Operating Revenue	371,971	509,269	497,749	358,800	404,879	(92,870)	-19%
Total Revenue	371,971	509,269	497,749	358,800	404,879	(92,870)	-19%
Personnel Services	316,030	447,593	308,018	309,268	329,897	21,879	7%
Materials & Services	55,941	61,675	189,731	49,532	74,982	(114,749)	-60%
Operating Expense	371,971	509,268	497,749	358,800	404,879	(92,870)	-19%
Total Expense	371,971	509,269	497,749	358,800	404,879	(92,870)	-19%

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Property Tax Revenue & Records Line of Business

Property Records & Customer Service

Purpose Statement

The purpose of the Property Records & Customer Service Program is to provide current and historical property information services to property owners, taxpayers, other jurisdictions, and the public so they can determine ownership, value, taxation, boundaries and history of property so they can make informed property decisions.

Performance Narrative Statement

This program processed just under 17,000 deeds in 2020 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 2,910 out of 3,417 paper maps with digital maps. We continue to maintain a high response level for public records requests and customer inquiries.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Projected Performance	FY 21-22 Target
Result	# of property record changes completed	18,115	16,962	16,965	18,728	19,102
Result	>95% of phone calls returned within one business day	>95%	>95%	>95%	>95%	>95%
Result	% of Assessor's tax maps digitized	67%	75%	79%	85%	91%

Program includes:

- Mandated Services Yes
- 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 (with funding source)

Explanation 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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Property Tax Revenue & Records Line of Business

Property Records & Customer Service

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	389,919	485,932	394,775	401,105	398,125	3,350	1%
All Other Revenue Resources	45,295	33,892	25,000	25,000	37,000	12,000	48%
General Fund Support	1,218,355	1,279,661	1,712,524	1,658,918	1,781,237	68,713	4%
Operating Revenue	1,653,569	1,799,485	2,132,299	2,085,023	2,216,362	84,063	4%
Total Revenue	1,653,569	1,799,485	2,132,299	2,085,023	2,216,362	84,063	4%
Personnel Services	1,246,766	1,359,319	1,695,596	1,653,123	1,709,059	13,463	1%
Materials & Services	406,803	440,166	436,703	431,900	507,303	70,600	16%
Operating Expense	1,653,569	1,799,485	2,132,299	2,085,023	2,216,362	84,063	4%
Total Expense	1,653,569	1,799,485	2,132,299	2,085,023	2,216,362	84,063	4%

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Property Tax Revenue & Records Line of Business

Tax Certification, Collection, & Distribution

Purpose Statement

The purpose of the Tax Revenue Program is to provide tax certification, value notification, billing, collection, distribution, reporting, and consulting services to property owners, taxpayers, and taxing districts so taxpayers know the amount of tax to pay and districts know the amount of revenue to be distributed.

Performance Narrative Statement

We had our first main collection period with our new mail-in payment provider, Retail Lockbox, and it was a success. The Assessor's office is currently in a procurement process for a vendor to print and mail our yearly property tax statements and also offer taxpayers the option to receive statements electronically by November 2021. Annexations and withdrawals were processed timely and accurately to be correctly reflected on the 2020-21 tax roll. The program successfully processed levy requirements for 130 taxing districts used to produce a total tax roll of \$962 million dollars. Tax notifications were mailed to 177,095 accounts by October 23, 2020. Collection and distribution was timely with taxing districts receiving funds equivalent to 87% 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 2020-21 fiscal year.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Projected Performance	FY 21-22 Target
Result	87% of tax dollars distributed by November 30th each year	88%	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	10,513	12,033	13,200	14,400	16,000

Program includes:

- Mandated Services Yes
- 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 (with funding source)

Explanation 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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Property Tax Revenue & Records Line of Business

Tax Certification, Collection, & Distribution

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	242,019	274,036	263,542	259,000	263,542	-	-%
All Other Revenue Resources	174,228	169,393	100,000	110,000	145,000	45,000	45%
General Fund Support	1,049,768	1,170,735	1,288,611	1,268,196	1,331,886	43,275	3%
Operating Revenue	1,466,015	1,614,164	1,652,153	1,637,196	1,740,428	88,275	5%
Total Revenue	1,466,015	1,614,164	1,652,153	1,637,196	1,740,428	88,275	5%
Personnel Services	1,011,854	1,114,924	1,162,019	1,157,019	1,181,544	19,525	2%
Materials & Services	454,161	499,240	490,134	480,177	558,884	68,750	14%
Operating Expense	1,466,015	1,614,164	1,652,153	1,637,196	1,740,428	88,275	5%
Total Expense	1,466,015	1,614,164	1,652,153	1,637,196	1,740,428	88,275	5%

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Valuation Line of Business

Annual Property Valuation

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. While still impacted by resource limitations we have made progress in the conversion of paper records for commercial, industrial, and multi-family properties into our mass appraisal database. This data conversion will allow us to build income property valuation models to enable valuation and recalculation of these types of properties within our system. The Property Valuation Program is in the process of implementing three new software programs: Masters Touch allows for eFiling of Business Personal Property Returns; Mobile Assessor will allow for field entry of new construction that will then upload into our Computer Assisted Mass Appraisal system, and ESRI Insights to improve and enhance our annual valuation program. All three of these initiatives will allow us to enhance and improve efficiencies as we continue to struggle with limited resources and forward our goal of GIS/CAMA integration which will 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. Our demand for reappraisal remains high and mostly unmet. Excluding new construction, 152,381 or 93% of real property accounts have not been physically reappraised within the last 6 years.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Projected Performance	FY 21-22 Target
Result	98% of neighborhood market areas valued at 100% of real market value and consistent with statutory requirement	97%	98%	98%	98%	98%
Output	# of new construction/property change appraisals completed	8,032	7,639	9,851	11,682	11,000
Demand	# of real properties not physically re-appraised in the past six years	153,463	152,000	152,381	152,381	150,000

Program includes:

Mandated Services Yes

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

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.

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 exception completed timely
4. Resolution of appeals in a timely manner
5. Calculation, collection, and distribution of taxes

The State review 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 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

Annual Property Valuation

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	336,137	380,605	355,208	345,000	332,292	(22,916)	-6%
All Other Revenue Resources	1,203	-	-	-	373,800	373,800	-
General Fund Support	1,918,722	2,071,371	2,150,384	2,160,188	1,897,813	(252,571)	-12%
Operating Revenue	2,256,062	2,451,976	2,505,592	2,505,188	2,603,905	98,313	4%
Total Revenue	2,256,062	2,451,976	2,505,592	2,505,188	2,603,905	98,313	4%
Personnel Services	1,676,242	1,851,104	1,905,299	1,911,299	1,904,875	(424)	0%
Materials & Services	456,874	465,926	477,346	470,319	586,890	109,544	23%
Capital Outlay	122,947	134,947	122,947	123,570	112,140	(10,807)	-9%
Operating Expense	2,256,063	2,451,977	2,505,592	2,505,188	2,603,905	98,313	4%
Total Expense	2,256,062	2,451,976	2,505,592	2,505,188	2,603,905	98,313	4%

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Valuation Line of Business

Value Adjustment

Purpose Statement

The purpose of the Value Adjustment Program is to provide exemption and deferral eligibility determinations, value and tax correction services, and dispute resolution services to property owners and taxpayers so they can experience tax relief appropriate to their property use, have their dispute issues efficiently decided consistent with procedural fairness within the law, and have confidence that they are paying the correct amount of tax.

Performance Narrative Statement

The real estate market continues to be strong in Clackamas County and residential properties will again see double digit growth in many market areas. Commercial/Industrial properties have suffered more this last year with the pandemic but hold fairly steady. Value appeals to the Board of Property Tax Appeals was down however the percentage of Commercial/Industrial appeals increase from 25% of the total in 2019-20 to 34% in 2020-21 and we expect the percentage of Commercial/Industrial appeals to increase in 2021-22. While appeals to BOPTA were less than anticipated, appeals to the Magistrate Division of the Tax Court have increased dramatically. Typically we are able to resolve the majority of Commercial/Industrial appeals at BOPTA. However, due to an accelerated schedule of conducting BOPTA hearings, approximately 80% of these appeals filed at Tax Court. This will require a significant amount of resources; the full impact is not yet known. 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 1,734 new or continued exemption and deferral eligibility determinations were reviewed as well as maintenance on the existing approximate 24,000 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 has 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.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Projected Performance	FY 21-22 Target
Result	Board of Property Tax Appeals will remain below 1% annually	<1%	<1%	<1%	<1%	<1%
Output	# of Board of Property Tax Appeals	301	397	399	243	400
Output	# of real property accounts with tax roll corrections completed for omitted property	200	275	325	350	300

Program includes:

Mandated Services Yes

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 (with funding source)

Explanation 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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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

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	336,137	380,605	332,292	322,000	355,208	22,916	7%
All Other Revenue Resources	1,038,715	825,292	750,000	1,300,000	694,200	(55,800)	-7%
General Fund Support	562,994	714,841	1,069,174	435,423	1,420,565	351,391	33%
Operating Revenue	1,937,846	1,920,738	2,151,466	2,057,423	2,469,973	318,507	15%
Total Revenue	1,937,846	1,920,738	2,151,466	2,057,423	2,469,973	318,507	15%
Personnel Services	1,484,432	1,519,991	1,729,420	1,643,000	1,929,341	199,921	12%
Materials & Services	453,414	400,747	422,046	414,423	540,632	118,586	28%
Operating Expense	1,937,846	1,920,738	2,151,466	2,057,423	2,469,973	318,507	15%
Total Expense	1,937,846	1,920,738	2,151,466	2,057,423	2,469,973	318,507	15%

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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CLACKAMAS
C O U N T Y



Board of County Commissioners

Tootie Smith - Chair
Sonya Fischer
Paul Savas
Martha Schrader
Mark Shull

<https://www.clackamas.us/bcc>

County Administration
Gary Schmidt- County Administrator

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

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



Department Mission

PURPOSE STATEMENT: The mission of the Board of County Commissioners is to set County policy and provide direction to County Administration and County departments so the public can experience responsive and effective government.

PURPOSE STATEMENT: The mission of County Administration is to support the Board of County Commissioners, provide leadership and guidance to County departments, and assist to the public so that the Board, County employees, and the public experience transparency, responsiveness, efficiency, and effectiveness from their government.

BCC & County Administration (11 & 12)	
Chair Tootie Smith, Commissioners Sonya Fischer, Paul Savas, Martha Schrader, and Mark Shull Gary Schmidt, County Administrator	
FTE 20.50	
Total Adopted \$ 6,331,576	
General Fund Support \$ 4,980,960	

County Administration	
Gary Schmidt	
FTE 15.0	
Total Adopted	
\$5,313,983	
Gen Fund	\$ 3,963,367

Commissioners	
Chair Smith	
FTE 5.0	
Total Adopted	
\$1,017,593	
Gen Fund	\$ 1,017,593

Office of the County Administrator	
FTE 11.5	
Total Adopted	
\$4,478,050	
Gen Fund	\$ 3,127,434

Commissioners Office	
Chair Smith	
FTE 5.0	
Total Adopted	
\$1,017,593	
Gen Fund	\$ 1,017,593

Equity, Diversity, & Inclusion	
FTE 3.0	
Total Adopted	
\$621,710	
Gen Fund	\$ 621,710

Performance Clackamas	
FTE 1.0	
Total Adopted	
\$214,223	
Gen Fund	\$ 214,223



County Administration / BCC (11&12)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	FTE	General Fund	Total Adopted Budget	General Fund Support Included in Adopted Budget**
County Administration				
Commissioners Office	5.0	1,017,593	1,017,593	1,017,593
Office of the County Administrator	11.5	4,478,050	4,478,050	3,127,434
Equity, Diversity & Inclusion	3.0	621,710	621,710	621,710
Performance Clackamas	1.0	214,223	214,223	214,223
TOTAL	20.5	6,331,576	6,331,576	4,980,960
FY 20/21 Budget	19.8	4,624,799	4,624,799	2,099,940
\$ Increase (Decrease)	0.7	1,706,777	1,706,777	2,881,020
% Increase (Decrease)	3.5%	36.9%	36.9%	137.2%

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

The significant increase in General Fund is due to the transfer of income and expenses from the Non-Departmental Fund to the Office of the County Administrator. This move increases transparency and accountability. Previously, county-wide expenses related to Board initiatives, Performance Clackamas, professional services, and equity initiatives were tracked as Non-Departmental Fund expenses.

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**Commissioners
Commissioners Office**

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Other Revenues	52	10	-	-	-	-	-
General Fund Support	1,902,541	1,932,008	1,956,900	1,965,900	1,017,593	(939,307)	-48.0%
Operating Revenue	1,902,593	1,932,018	1,956,900	1,965,900	1,017,593	(939,307)	-48.0%
Total Revenue	1,902,593	1,932,018	1,956,900	1,965,900	1,017,593	(939,307)	-48.0%
Personnel Services	780,673	843,302	845,055	854,055	949,772	104,717	12.4%
Materials & Services	1,121,920	1,088,716	1,111,845	1,111,845	67,821	(1,044,024)	-93.9%
Operating Expense	1,902,593	1,932,018	1,956,900	1,965,900	1,017,593	(939,307)	-48.0%
Total Expense	1,902,593	1,932,018	1,956,900	1,965,900	1,017,593	(939,307)	-48.0%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The Board of County Commissioners program is only the costs associated with the salaries and travel expenses of the Board. All initiatives and other expenses are now in the Office of the County Administrator program.



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 an adopted budget of \$4,478,049 for FY 21-22. This is an increase of \$1,984,150 from FY 20-21. The significant increase in the budget is due to the transfer of income and expenses from the Non-Departmental Fund into the County Administration program for increased transparency and accountability. An additional driver is the full funding of previously vacant staff positions. These staffing levels will enable the Office of the County Administrator to better support the Board of County Commissioners and all departments through the effective implementation of Board policy decisions.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	By 2020 90% of BCC Members agree they receive timely strategic counsel from Departments	NA	75%	90%	60%	90%
Result	By 2020 BCC Members agree that 90% of departments are responsive to their requests for information in a timely manner.	NA	75%	90%	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.	NA	75%	90%	Survey will go out end of FY	90%
Result	By 2022 100% of reserve and contingency funds for general fund supported programs will reside at the County level	NA	NA	50%	100%	Goal Achieved

Programs Include

Mandated Services Y

Shared Services N

Grant Funding N

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 operations of all 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.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Fed, State, Local, All Other Gifts & Donations	-	26,916	-	-	-	-	-
Charges for Service	2,077,825	2,114,359	2,114,351	2,114,351	1,350,616	(763,735)	-36.1%
All Other Revenue Resources	20	-	-	-	-	-	-
Other Interfund Transfers	-	-	280,508	280,508	-	(280,508)	-100.0%
General Fund Support	358,120	18,194	99,040	99,040	3,127,433	3,028,393	3057.7%
Operating Revenue	2,435,965	2,159,469	2,493,899	2,493,899	4,478,049	1,984,150	79.6%
Total Revenue	2,435,965	2,159,469	2,493,899	2,493,899	4,478,049	1,984,150	79.6%
Personnel Services	2,228,237	1,962,184	2,282,840	2,282,840	2,086,407	(196,433)	-8.6%
Materials & Services	207,728	197,285	211,059	211,059	1,662,687	1,451,628	687.8%
Operating Expense	2,435,965	2,159,469	2,493,899	2,493,899	3,749,094	1,255,195	50.3%
Special Payments	-	-	-	-	728,955	728,955	-
Total Expense	2,435,965	2,159,469	2,493,899	2,493,899	4,478,049	1,984,150	79.6%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The Office of the County Administrator and the Board of Commissioners program have consolidated several operating expenditures, including materials & services and cost allocation charges into a single program. This change now reflects the actual cost center for Board operating expenditures and provides increased transparency and clarity about the role of the Office of the County Administrator in supporting the Board of Commissioners. The significant increase in the budget is also due to the transfer of income and expenses from the Non-Departmental Fund into the County Administration program for increased transparency and accountability.



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 and Inclusion Office (EIO) has an adopted budget of \$621,710 for FY 2021-22. The increase is due to the change of two repurposed staff positions and line item for Equity, Diversity and Inclusion activities. 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 service provider. EDI has updated the Performance Clackamas Strategic Plan with new key performance measures shown below.

Training: EDI training in this last quarter was the harassment/discrimination training connected to the EDI program's EEO commitment. EIO/HR are collaborating on an expedited harassment/discrimination training with building inclusive workplace cultures for managers/supervisors. EIO will be collecting further data from county departments as they provide EDI training within their divisions.

EDI events: The EIO team was just newly formed in July 2020, this office spent it's first eight months establishing itself within the context of COVID. Much of the regional EDI presence has been in partnership with the tri-counties in our equitable COVID response and recovery (as well as wildfire and ice storm). Clackamas County co-hosted and/or sponsored regional EDI events with Partners in Diversity, Northwest Public Diversity Equity Conference (virtual). The EIO is looking at ways to better track the number of EDI regional events.

Demographics: When reviewing the demographic breakdown of race and gender comparing County residents to County staff, we see that we have reached this goal. However, it is important to note that if we look at the breakdown of each racial category, the disparity between number of residents compared to employees varies depending on race. For example, while the Asian/Pacific Islander community makes up 4.9% of the population, the County number is at 2.2%. Additionally, EIO would like to look at the demographic break down within each department, temporary positions, manager/supervisor positions, etc. This will give us more meaningful data to improve our diversity throughout the organization and creating an inclusive workplace atmosphere.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
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).	NA	75%	100%	94%	100%
Result	By 2022, 80% of county employees will participate in an Equity, Diversity and/or Inclusion training.	NA	NA	50%	90% (see narrative)	90%
Result	By 2022, 75% of EDI events in the region will have a Clackamas County presence.	NA	NA	50%	Not Counted. (See narrative)	NA (new metric to come)
Result	By 2024, the demographics of County staff will reflect the demographics of the communities we serve.	NA	NA	50%	98% (see narrative)	NA (new metric to come)

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	130,000	-	-	-	0%
General Fund Support	44,197	26,031	35,000	35,000	621,710	586,710	1676%
Operating Revenue	44,197	26,031	165,000	35,000	621,710	456,710	277%
Total Revenue	44,197	26,031	165,000	35,000	621,710	456,710	277%
Personnel Services	-	-	130,000	-	521,810	391,810	301%
Materials & Services	44,197	26,031	35,000	35,000	99,900	64,900	185%
Operating Expense	44,197	26,031	165,000	35,000	621,710	456,710	277%
Total Expense	44,197	26,031	165,000	35,000	621,710	456,710	277%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The significant increase in this budget is due to the creation of the new Office of Equity and Inclusion. Costs were previously included in the Office budget and have moved from the Office of the County Administrator Program to the Equity, Diversity and Inclusion Program. In addition, revenue and expense from the Non-Departmental Fund are now transitioning to the Equity, Diversity and Inclusion Program.



County Administration
Performance Clackamas
Department Budget Summary

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 set by the Board of County Commissioners and through department strategic business plans.

Performance Narrative Statement

The Performance Clackamas program has a proposed budget of \$214,223 for FY 21-22. This is from Personnel Services, which is the majority of this program's budget, and Materials & Services to support the transition to OpenGov. The Performance Clackamas program researches, compiles, and presents data and analytical information documenting progress by County departments and programs on the Board's goals and the Performance Clackamas Strategic Plan. This supports the ongoing work of the Board, County Administration, and all County departments and Offices to make informed decisions about how to achieve strategic goals.

Our transition to OpenGov continues. This new program will be the tool we use to align our budgets and strategic plans. Implementation is underway and we anticipate full roll out during the next FY. Departments continue to improve data submission rates as we shift to a centralized data collection system.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% Department performance measures that have current data reported in the dashboard	NA	NA	NA	28%	80%
Result	% Departments that have current analysis narratives for strategic key results ready to review with the County Administrator at quarterly check-ins	NA	NA	NA	<25%	85%
Result	By 2022, 100% of the County Budget will be tied to measurable results and outcomes	NA	NA	75%	75%	75%
Result	By 2024, 75% of Clackamas County's Strategic Results will be achieved, including annual targets in the Strategic Plan	NA	NA	50%	50%	75%

Program includes:

Mandated Services N

Shared Services N

Grant Funding N



County Administration
Performance Clackamas

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	214,223	214,223	-
Operating Revenue	-	-	-	-	214,223	214,223	-
Total Revenue	-	-	-	-	214,223	214,223	-
Personnel Services					154,223	154,223	-
Materials & Services					60,000	60,000	-
Operating Expense	-	-	-	-	214,223	214,223	-
Total Expense	-	-	-	-	214,223	214,223	-
Revenues Less Expenses	-	-	-	-	-	-	-
Significant Issues and Changes							

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

This significant budget increase is due to moving costs from the Office of the County Administrator Program to the Performance Clackamas Program.

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Tourism

Samara Phelps- Program Manager

<https://www.mthoodterritory.com/>

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



Department Mission

This 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). 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 Tourism revenue is interest, miscellaneous fees and sales, reimbursements, and monies carried forward from the prior fiscal year.

Travel Oregon administers the Regional Cooperative Tourism Program (RCTP) and contracts with CCTCA to serve as the fiscal administrator of a portion of their regional funds collected through the State 1.8% TRT, thus these are a pass through for the Mt. Hood/Gorge and Portland Region's program of work.

CCTCA works in partnership with the Clackamas County Arts Alliance and the Regional Arts and Cultural Council, serving only as the pass through agent for their share of General Funds.

Tourism	
Samara Phelps, Director	
FTE 6.5	
Total Adopted	4,267,045
General Fund Support	-

Tourism & Cultural Affairs	
Samara Phelps	
TDC Adopted	
\$4,267,045	
Gen Fund	\$ 254,455

Leadership & Administration	
FTE 6.5	
Total Adopted	
\$2,762,478	
Gen Fund	

Destination Development & Community Relations	
FTE	
Total Adopted	
\$443,402	
Gen Fund	

Region Cooperative Tourism Program	
FTE	
Total Adopted	
\$303,105	
Gen Fund	

Marketing & Communication	
FTE	
Total Adopted	
\$758,060	
Gen Fund	\$ -



County Administration (12) Tourism & Cultural Affairs

Department Budget Summary by Fund

<i>Line of Business</i>	FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	FTE	Tourism Development	Total Adopted Budget	General Fund Support Included in Adopted Budget**
Tourism & Cultural Affairs				
Leadership & Administration	6.5	2,762,478	2,762,478	
Destination Development & Community Relations		443,402	443,402	
Region Cooperative Tourism Program		303,105	303,105	
Marketing & Communication		758,060	758,060	
TOTAL	6.5	4,267,045	4,267,045	
FY 20/21 Budget	4.0	2,784,976	2,784,976	254,455
\$ Increase (Decrease)	2.5	1,482,069	1,482,069	-254,455
% Increase (Decrease)	62.5%	53.2%	53.2%	-100.0%

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



Tourism & Cultural Affairs

Leadership & Administration

Purpose Statement

MISSION-Enhance the quality of life for residents by optimizing the economic impacts of the tourism industry derived from the County's Transient Room Tax.

VISION-
 Serve as the leading force to grow and sustain tourism in Clackamas County through effective and efficient marketing and asset development strategies, and by building strong partnerships with businesses, organizations, other governmental entities and citizens.

GUIDING PRINCIPLES-
 Leader in County and Regional Tourism Efforts
 Support Sustainable Tourism Practice
 Conduct Effective Marketing and Development of County Tourism Assets and Opportunities
 Focus on the Three Pillars of Clackamas County Tourism:
 Outdoor Recreation
 Agritourism
 Cultural/Heritage Tourism
 Effective and Efficient Use of Public Resources

Performance Narrative Statement

Tourism's overall measurements of success are based off of following industry best practices for performance measurement. These include: Transient Room Tax (TRT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

Key Performance Measures

	FY 18-19 Actuals	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$4.7M	\$3.7M	\$1.18M	\$1.5M	\$3.3M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$548.7M	***	***	***	\$348M
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.					

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



Tourism & Cultural Affairs

Leadership & Administration

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	808,542	461,493	730,236	729,354	1,246,274	516,038	70.7%
Federal, State, Local, All Other Gifts & Donations	479,583	444,677	-	441,030	-	-	-
All Other Revenue Resources	66,530	69,665	-	-	1,516,204	1,516,204	-
Other Interfund Transfers	4,640,387	3,419,089	1,630,400	2,054,455		(1,630,400)	-100.0%
Operating Revenue	5,186,500	3,933,431	1,630,400	2,495,485	1,516,204	(114,196)	-7.0%
Total Revenue	5,995,042	4,394,924	2,360,636	3,224,839	2,762,478	401,842	17.0%
Personnel Services	1,824,460	1,723,273	582,785	603,285	942,174	359,389	61.7%
Materials & Services	2,813,938	1,454,280	734,682	1,120,825	424,800	(309,882)	-42.2%
Operating Expense	4,638,398	3,177,553	1,317,467	1,724,110	1,366,974	49,507	3.8%
Special Payments	895,152	488,016	255,815	254,455	-	(255,815)	-100.0%
Transfers	-	-	729,354	-	-	(729,354)	-100.0%
Contingency	-	-	150,000	-	1,395,503	1,245,503	830.3%
Total Expense	5,533,550	3,665,569	2,452,636	1,978,565	2,762,477	309,841	-46.0%
Revenues Less Expenses	461,492	729,355	-92,000	1,246,274	-	92,000	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

A review of our forecasts in FY19-20 revealed over projections in prior years. The FY19-20 budget was adapted based on revised forecasts. FY20-21 budget forecast reflected the deep impacts of the pandemic on tourism and the high degree of uncertainty around revenue. FY20-21 performed better than anticipated. FY21-22 Revenue forecast is based on data and trends from Tourism Economics sourced by the state of Oregon in February of 2021.



Tourism & Cultural Affairs

Destination Development and Community Relations

Purpose Statement

The purpose of the Destination Development, Community Relations & Advocacy program is to provide development, enhancement,

Performance Narrative

Tourism's overall measurements of success are based on following industry best practices for performance measurement. These include: Transient Room Tax (TRT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

Key Performance Measures

	FY 18-19 Actuals	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$4.7M	\$3.7M	\$1.18M	\$1.5M	\$3.3M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$548.7M	***	***	***	\$348M
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.					

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)



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
All Other Revenue Resources					443,402	443,402	-
Operating Revenue	-	-	-	-	443,402	443,402	-
Total Revenue	-	-	-	-	443,402	443,402	-
Materials & Services					233,402	233,402	-
Operating Expense	-	-	-	-	233,402	233,402	-
Contingency	-	-	-	-	210,000	210,000	-
Total Expense	-	-	-	-	443,402	443,402	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

No development was budgeted in FY20-21 due to the pandemic that resulted in a reduction of program funds and capacity. These activities were included in Leadership & Administration. Budget as well as staff capacity return in FY21-22 reflecting the Tourism Program and industry recovering from the pandemic impacts.



Tourism & Cultural Affairs

Region Cooperative Tourism Program

Purpose Statement

We inspire travel that drives economic development. Through innovation and partnerships, we share the stories of Oregon's people and places, deliver world-class experiences, strengthen the industry and ensure the preservation of Oregon's way of life and its natural places. We maximize the benefits to Oregon's economy from the statewide lodging tax; comply with the requirements of HB 2267, HB 4146 and all other applicable law; encourage multi-regional and targeted niche marketing; foster management of regional tourism resources; formalize simple, straightforward RCTP procedure; maximize benefits from RCTP funds to the regions; leverage Travel Oregon programs; deliver consistent messages, outstanding experiences, and efficient use of resources and minimize RCTP-related administrative workload on Travel Oregon and the regions.

Performance Narrative Statement

Travel Oregon's Regional Cooperative Tourism Program (RCTP) funds are generated through the statewide 1.5% TLT. Tourism receives a portion of those funds as pass through to support the regional efforts for the Mt. Hood/Gorge region and provide program support within our geographic boundaries of the Portland region. .75 FTE has staffing offset costs serving as the Mt. Hood/Gorge RDMO regional program coordinator, in addition to funds for project and tactical implementation as administered and approved by Travel Oregon.

RCTP performance is closely measured through Travel Oregon's RCTP program guidelines, through quarterly check in reviews with Travel Oregon program staff, annual program and budget tracking reports, annual financial audit, and biennial regional stakeholder feedback via Travel Oregon's industry survey.

Key Performance Measures

	FY 18-19 Actuals	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Quarterly reviews with Travel Oregon program staff	4	4	4	2	4
Annual reports to be completed by the RDMO	1	1	1		1
Biennial regional stakeholder feedback via Travel Oregon's Industry Survey	1	1	1	1	1

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



Regional Cooperative Tourism Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations			424,340		303,105	(121,235)	-28.6%
Operating Revenue	-	-	424,340	-	303,105	(121,235)	-28.6%
Total Revenue	-	-	424,340	-	303,105	(121,235)	-28.6%
Materials & Services	-	-	332,340	-	303,105	(29,235)	-8.8%
Operating Expense	-	-	332,340	-	303,105	(29,235)	-8.8%
Total Expense	-	-	332,340	-	303,105	(29,235)	-8.8%
Revenues Less Expenses	-	-	92,000	-	-	(92,000)	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Tourism & Cultural Affairs

Marketing & Communication

Purpose Statement

The purpose of the Marketing & Promotion program is to provide inspiration and trip planning information services to visitors so their experience is positive and benefits the community

Performance Narrative Statement

Tourism's overall measurements of success are based on following industry best practices for performance measurement. These include: Transient Room Tax (TRT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

Key Performance Measures

	FY 18-19 Actuals	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$4.7M	\$3.7M	\$1.18M	\$1.5M	\$3.3M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$548.7M	***	***	***	\$348M
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.					

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



Tourism & Cultural Affairs
Marketing & Communication

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
All Other Revenue Resources					758,060	758,060	-
Operating Revenue	-	-	-	-	758,060	758,060	-
Total Revenue	-	-	-	-	758,060	758,060	-
Personnel Services						-	-
Materials & Services					758,060	758,060	-
Operating Expense	-	-	-	-	758,060	758,060	-
Total Expense	-	-	-	-	758,060	758,060	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

No marketing was budgeted in FY20-21 due to the pandemic that resulted in a reduction of program funds and capacity. These activities were included in Leadership & Administration. Budget as well as staff capacity return in FY21-22 reflecting the Tourism Program and industry recovering from the pandemic impacts.

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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/>



County Clerk Purpose Statement

The purpose of the Office of the Clerk program is to provide leadership and policy services to the department so our programs can professionally and effectively serve the public and other government agencies.

<p>County Clerk (13) Sherry Hall - County Clerk FTE 19.0 Total Adopted \$4,652,350 General Fund Support \$ 0</p>

<p>Clerk's Office Sherry Hall - County Clerk FTE 19.0 Total Adopted \$4,652,350 Gen Fund \$ 0</p>
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<p>Office of the Clerk Sherry Hall FTE 5.5 Total Adopted \$1,907,398 Gen Fund \$ 0</p>
--

<p>Board of Property Tax Appeals Sherry Hall FTE 0 Total Adopted \$12,000 Gen Fund \$ 0</p>
--

<p>Elections Vacant FTE 5.0 Total Adopted \$1,481,470 Gen Fund \$ 0</p>
--

<p>Recording Vacant FTE 3.5 Total Adopted \$528,135 Gen Fund \$ 0</p>
--

<p>Records Carol Hopkins Mgr FTE 5.0 Total Adopted \$723,347 Gen Fund \$ 0</p>



County Clerk (13)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	FTE	General Fund	Total Adopted Budget	General Fund Support Included in Adopted Budget**
Clerk's Office				
Office of the Clerk	5.5	1,907,398	1,907,398	
Board of Property Tax Appeals		12,000	12,000	
Elections	5.0	1,481,470	1,481,470	
Recording	3.5	528,135	528,135	
Records Management	5.0	723,347	723,347	
TOTAL	19.0	4,652,350	4,652,350	
FY 20/21 Budget	19.0	4,184,844	4,184,844	
\$ Increase (Decrease)	0.0	467,506	467,506	
% Increase (Decrease)	0.0%	11.2%	11.2%	

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



County Clerk

Office of the Clerk




Purpose Statement

The purpose of the Office of the Clerk program is to provide leadership and policy services to the department so our programs can professionally and effectively serve the public and other government agencies.

Performance Narrative Statement

The Office of the Clerk program adopted a budget of \$1,907,398, 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 18-19 Actual	FY 19-20 Actuals	FY 20-21 Actuals	FY 20-22 Target
 Result	% of Office of the Clerk results achieved			33%	60%
 Result	% of customers surveyed report they were happy with the level of service received			*withheld surveys due to pandemic	65%
 Result	% Employees with annual performance summary completed			90%	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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	18,557	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	2,339,147	3,424,303	2,468,000	2,900,000	3,018,000	550,000	22.3%
All Other Revenue Resources	194,916	(36)	-	-	-	-	-
Operating Revenue	2,534,063	3,442,824	2,468,000	2,900,000	3,018,000	550,000	22.3%
Total Revenue	2,534,063	3,442,824	2,468,000	2,900,000	3,018,000	550,000	22.3%
Personnel Services	1,244,957	1,127,408	1,514,508	1,385,000	722,111	(792,397)	-52.3%
Materials & Services	496,483	473,273	501,724	505,698	502,980	1,256	0.3%
Capital Outlay	24,852	3,092	-	-	-	-	-
Operating Expense	1,766,292	1,603,773	2,016,232	1,890,698	1,225,091	(791,141)	-39.2%
Special Payments	283	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	207,927	682,307	682,307	-
Total Expense	1,766,575	1,603,773	2,016,232	2,098,625	1,907,398	(108,834)	-5.4%
Revenues Less Expenses	767,488	1,839,051	451,768	801,375	1,110,602	658,834	

Significant Issues and Changes



County Clerk

Board of Property Tax Appeals


Purpose Statement

The purpose of the Clackamas County Board of Property Tax Appeals (BOPTA) program is to provide real property, personal property, and late filing fee appeals services to tax payers, so they can have their tax appeal petition heard and receive a decision in a timely manner.

Performance Narrative Statement

The Board of Property Tax Appeals program adopted a budget of \$12,000, a continuation of current funding levels. These resources will support office materials and board members, training, and admin costs of reviewing property tax appeals and holding property tax appeals hearings.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 20-21 Actuals	FY 21-22 Target
	Result			100%	100%
	% Petitioners who received a decision/order from the Clerk's office within five business days				

**The program applies new measures from FY21.*

Program includes:

Mandated Services	<input type="text" value="Yes"/>
Shared Services	<input type="text" value="Yes"/>
Grant Funding	<input type="text" value="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	The FTE for the BOPTA program is an employee that works and is paid on the Clerk program.
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Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Special Payments	7,739	6,508	12,000	8,500	12,000	-	-
Total Expense	7,739	6,508	12,000	8,500	12,000	-	-
Revenues Less Expenses	-7,739	-6,508	-12,000	-8,500	-12,000	-	-

Significant Issues and Changes



County Clerk

Elections




Purpose Statement

The purpose of the Elections program is to provide voter registration, information, ballot delivery, ballot return drop sites, and election services to Clackamas County voters and local governments so they can participate in a secure, impartial, and transparent electoral process.

Performance Narrative Statement

The Elections program adopted a \$1,481,470.00 budget, an increase in funding levels due to an upcoming state primary and the potential for several county wide recall elections. 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 18-19 Actual	FY 19-20 Target	FY 20-21 Actuals	FY 21-22 Target
	Result % Elections open to observation			100%	100%
	Result % Ballot correspondence sent to voter within two business days			100%	100%
	Result % Election filings on the County's website within one business day			100%	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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
All Other Revenue Resources	-	414,213	285,000	285,000	250,000	(35,000)	-12.3%
Operating Revenue	-	414,213	285,000	285,000	250,000	(35,000)	-12.3%
Total Revenue	-	414,213	285,000	285,000	250,000	(35,000)	-12.3%
Personnel Services	-	-	-	-	566,970	566,970	-
Materials & Services	742,042	616,092	658,000	906,444	674,500	16,500	2.5%
Operating Expense	742,042	616,092	658,000	906,444	1,241,470	583,470	88.7%
Special Payments	86,349	71,456	240,000	185,000	240,000	-	0%
Total Expense	828,391	687,548	898,000	1,091,444	1,481,470	583,470	65.0%
Revenues Less Expenses	(828,391)	(273,335)	(613,000)	(806,444)	(1,231,470)	(618,470)	

Significant Issues and Changes

Elections is contingency planning for the possibility of having to hold several unscheduled elections next year.



County Clerk

Recording




Purpose Statement

The purpose of the Recording program is to provide marriage license, real property records access, and document recording services to the public so they can effectively research records, record documents, and obtain marriage licenses.

Performance Narrative Statement

The Recording program adopted a \$528,135 budget, a slight increase 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 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals	FY 20-21 Target
 Result	% Recorded documents returned within 10 business days			70%	80%
 Result	% Requests for certified documents fulfilled within two business days of request			70%	80%
 Result	% Recorded documents indexed within five business days of being recorded			25%	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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	344,764	245,275	461,003	-	461,003	-	0%
Charges, Fees, License, Permits, Fines, Assessments	212,475	289,046	175,000	230,270	200,000	25,000	14.3%
Operating Revenue	212,475	289,046	175,000	230,270	200,000	25,000	14.3%
Total Revenue	557,239	534,321	636,003	230,270	661,003	25,000	3.9%
Personnel Services	130,987	246,251	-	75,000	329,380	329,380	-
Materials & Services	112,335	90,973	191,411	168,911	190,755	(656)	-0.3%
Capital Outlay	-	-	8,000	-	8,000	-	0%
Operating Expense	243,322	337,224	199,411	243,911	528,135	328,724	164.8%
Reserve for Future Expenditures	-	-	263,360	-	-	(263,360)	-100.0%
Total Expense	243,322	337,224	462,771	243,911	528,135	65,364	14.1%
Revenues Less Expenses	313,917	197,097	173,232	-13,641	132,868	-40,364	

Significant Issues and Changes

Recording Fees 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. We currently have no Recording manager due to a recent retirement. We have tested having the Records Management manager oversee the Recording program.



Purpose Statement

The purpose of the Records Management program is to provide custodial storage, preservation, and access services internally to County Departments so they can have confidence that their records are secure, preserved, easily accessed, and retained in compliance with Oregon State rules and laws.

Performance Narrative Statement

Records Management adopted a \$723,347 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 18-19 Actuals	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual to date	FY 21-22 Target
	Result	% Permanent, hardcopy documents stored in Records Management will be converted to archival film (target 100% by 2023)		100%	30%	100%
	Result	% Department Records Requests delivered within one business day		100%	100%	100%
	Result	% Records destruction lists signed and returned within 30 calendar days of issuance (target 50% by 2023)		50%	25%	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.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	173,401	206,602	130,664	130,664	-	(130,664)	-100.0%
Federal, State, Local, All Other Gifts & Donations	-	54,346	-	-	-	-	0%
Charges, Fees, License, Permits, Fines, Assessments	702,819	594,388	665,177	558,177	723,347	58,170	8.7%
Operating Revenue	702,819	648,734	665,177	558,177	723,347	58,170	8.7%
Total Revenue	876,220	855,336	795,841	688,841	723,347	(72,494)	-9.1%
Personnel Services	426,960	440,956	515,633	386,873	540,959	25,326	4.9%
Materials & Services	242,658	243,402	280,208	274,758	182,388	(97,820)	-34.9%
Operating Expense	669,618	684,358	795,841	661,631	723,347	(72,494)	-9.1%
Total Expense	669,618	684,358	795,841	661,631	723,347	(72,494)	-9.1%
Revenues Less Expenses	206,602	170,978	-	27,210	-	-	

Significant Issues and Changes

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County Counsel

Stephen L Madkour, County Counsel

**2051 Kaen Road
Oregon City, Oregon 97045
503-655-8362**

Website Address: <https://www.clackamas.us/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 (14)

Stephen L. Madkour, County Counsel

FTE 12.8

Total Adopted \$ 3,129,050

General Fund Support \$ 2,180,050

Office of the County Counsel Administration Stephen Madkour - Mgr FTE 2.0 Total Adopted \$580,435
Gen Fund \$ 579,435

Legal Support Stephen Madkour - Mgr FTE 3.1 Total Adopted \$785,889
Gen Fund \$ 485,889

Litigation & Labor Stephen Madkour - Mgr FTE 7.63 Total Adopted \$1,762,726
Gen Fund \$1,114,726

Office of the County Counsel Stephen Madkour - Mgr FTE 2.0 Total Adopted \$580,435
Gen Fund \$ 579,435

Advisory Stephen Madkour - Mgr FTE 2.1 Total Adopted \$523,193
Gen Fund 223,193

Labor & Employment Stephen Madkour - Mgr FTE 1.00 Total Adopted \$157,167
Gen Fund \$ 157,167

Regulatory Stephen Madkour - Mgr FTE 0.3 Total Adopted \$76,701
Gen Fund \$ 76,701

Litigation Stephen Madkour - Mgr FTE 6.7 Total Adopted \$1,605,559
Gen Fund \$957,559

Transactional Stephen Madkour - Mgr FTE 0.7 Total Adopted \$185,995
Gen Fund \$ 185,995



County Counsel Department (14)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 21-22	FY 21-22	FY 21-22	FY 21-22
<i>Program</i>	FTE	General Fund	Total Adopted Budget	General Fund Support Included in Adopted Budget**
Office of the County Counsel				
Office of the County Counsel	2.0	580,435	580,435	579,435
Legal Support				
Advisory	2.1	523,193	523,193	223,193
Regulatory	0.3	76,701	76,701	76,701
Transactional	0.7	185,995	185,995	185,995
Litigation and Labor				
Labor & Employment	1.0	157,167	157,167	157,167
Litigation	6.7	1,605,559	1,605,559	957,559
TOTAL	12.8	3,129,050	3,129,050	2,180,050
<i>FY 20-21 Budget</i>	12.8	3,031,453	3,031,453	2,059,453
<i>\$ Increase (Decrease)</i>	0.0	97,597	97,597	120,597
<i>% Increase (Decrease)</i>	0%	3.22%	3.22%	5.86%

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



Office of the County Counsel

Office of the County Counsel Administration

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 elected officials, departments and special districts, so they can effectively implement their policy objectives, achieve success for County operations, and minimize risk and adverse results for the County.

Performance Narrative

The Office of the County Counsel program provides general advice on all aspects of municipal law, including general governance, public meetings, public records and elections. The 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

Measure		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual to date	FY 21-22 Target
Result	Beginning in 2020, the Office of County Counsel will have individual meetings annually with all department heads to discuss the demand for legal services, measures of confidence, and convenient access to legal services	NEW	NEW	100%	N/A	100%
Result	% Strategic and Operational Results for the Office of County Counsel achieved	NEW	NEW	100%	N/A	100%
Result	% of County Counsel staff will attend educational programs on emerging legal issues	NEW	NEW	80%	40%	80%

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 Service: County Code 2.12.010



Office of the County Counsel

Office of the County Counsel Administration

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	-	14,428	-	39,115	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,653	2,001	1,000	600	1,000	-	-
All Other Revenue Resources	-	2,247	-	-	-	-	-
General Fund Support	428,569	473,896	490,758	449,463	579,435	88,677	18%
Operating Revenue	430,222	492,573	491,758	489,178	580,435	88,677	18%
Total Revenue	430,222	492,573	491,758	489,178	580,435	88,677	18%
Personnel Services	374,639	429,052	433,362	432,594	448,679	15,317	4%
Materials & Services	55,583	63,521	58,396	56,584	67,756	9,360	16%
Operating Expense	430,222	492,573	491,758	489,178	516,435	24,677	5%
Capital Outlay	-	-	-	-	64,000	64,000	-
Total Expense	430,222	492,573	491,758	489,178	580,435	88,677	18%

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Legal Support Line of Business

Advisory, Regulatory & Transactional

Purpose Statement

The purpose of the Legal Support Line of Business 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 Line of Business has three Programs:

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

Measure		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual to date	FY 21-22 Target
Result	% of contracts receive initial review by County Counsel within 14 days of receipt	100%	100%	90%	99%	90%
Result	% clients receive an initial response from County Counsel to requests for advice within 7 business days	NEW	100%	90%	100%	90%
Result	% of all legal service agreements, including for outside representation, are approved and reviewed by County Counsel	NEW	NEW	100%	100%	100%
Output	Provide an initial strategy or consultation within 14 days from the date the Office of County Counsel is requested to engage on a regulatory issue affecting a department	NEW	NEW	100%	100%	100%
Output	# Legal Consultations provided	NEW	NEW	550	1600	1700
Output	# Regulatory consultations provided	NEW	NEW	NEW	75	100
Output	# Contract, IGA MOU reviews and approvals provided	NEW	NEW	500	358	600
Output	# Hours spent on review of contracts, IGA & MOUs	NEW	NEW	1200	1632	2000

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: ORS 468B OAR Chapter 340, HIPAA 45 CFR 165, ORS 197.175



Legal Support

Advisory

Budget Summary

Budget Category	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges, Fees, License, Permits, Fines, Assessments	371,884	301,998	291,000	240,000	300,000	9,000	3%
All Other Revenue Resources	11	-	-	-	-	-	-
General Fund Support	331,351	493,942	573,670	634,785	223,193	(350,477)	-61%
Operating Revenue	703,246	795,940	864,670	874,785	523,193	(341,477)	-39%
Total Revenue	703,246	795,940	864,670	874,785	523,193	(341,477)	-39%
Personnel Services	617,268	702,276	747,830	766,223	439,136	(308,694)	-41%
Materials & Services	85,978	93,664	116,840	108,562	84,057	(32,783)	-28%
Operating Expense	703,246	795,940	864,670	874,785	523,193	(341,477)	-34%

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

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Legal Support Line of Business

Regulatory

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
General Fund Support	-	-	-	-	76,701	76,701	-
Operating Revenue	-	-	-	-	76,701	76,701	-
Total Revenue	-	-	-	-	76,701	76,701	-
Personnel Services	-	-	-	-	54,345	54,345	-
Materials & Services	-	-	-	-	22,356	22,356	-
Operating Expenses	-	-	-	-	76,701	76,701	-
Total Expense	-	-	-	-	76,701	76,701	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Legal Support Line of Business

Transactional

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
General Fund Support	-	-	-	-	185,995	185,995	-
Operating Revenue	-	-	-	-	185,995	185,995	-
Total Revenue	-	-	-	-	185,995	185,995	-
Personnel Services	-	-	-	-	156,057	156,057	-
Materials & Services	-	-	-	-	29,938	29,938	-
Operating Expense	-	-	-	-	185,995	185,995	-
Total Expense	-	-	-	-	185,995	185,995	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Litigation & Labor

Litigation, Labor & Employment

Purpose Statement

The purpose of the Litigation, Labor & Employment Line of Business is to provide advice and representation at trial, mediation or other arenas, to the County and its elected officials, departments and special districts, so they can manage and minimize risk, be represented in lawsuits, and appropriately administer labor and employment laws.

Performance Narrative

This Line of Business has two programs:

1. Litigation: Provide the full complement of representation and comprehensive legal services to the County, elected officials and employees when named in their official capacities, departments, and special districts so they operate with little disruption and minimal financial impact from litigation, and provide advice to minimize risk and litigation.
2. Labor and Employment: Provide consultation, advice, representation, and negotiation services to elected officials, departments, and special districts to ensure appropriate administration and implementation of labor and employment laws, regulations, ordinances, and County codes and policies.

Key Performance Measures

Measure		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual to Date	FY 21-22 Target
Result	% of directors, managers or supervisors will receive post-event debriefing from County Counsel for cases in which verdicts or settlements exceed \$50,000	NEW	NEW	90%	100%	90%
Result	% of matters resolved through early resolution	NEW	NEW	50%	85%	50%
Output	# Cases managed	NEW	NEW	200	146	200
Output	# Tort claims & accidental reports reviewed	NEW	NEW	75	42	75
Result	% Grievance arbitrations found in the County's favor	NEW	NEW	50%	100%	50%
Result	# Trainings on emerging labor and employment issues	NEW	NEW	5	0	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



Litigation & Labor

Labor & Employment

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
General Fund Support	-	-	-	-	157,167	157,167	-
Operating Revenue	-	-	-	-	157,167	157,167	-
Total Revenue	-	-	-	-	157,167	157,167	-
Personnel Services	-	-	-	-	157,167	157,167	-
Operating Expense	-	-	-	-	157,167	157,167	-
Total Expense	-	-	-	-	157,167	157,167	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

\$3000 in Personnel Services added for a summer extern.

□



Litigation & Labor

Litigation

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges, Fees, License, Permits, Fines, Assessments	562,316	516,930	680,000	661,000	648,000	(32,000)	-5%
General Fund Support	1,032,737	1,058,054	995,025	946,453	957,559	(37,466)	-4%
Operating Revenue	1,595,054	1,574,984	1,675,025	1,607,453	1,605,559	(69,466)	-4%
Total Revenue	1,595,054	1,574,984	1,675,025	1,607,453	1,605,559	(69,466)	-4%
Personnel Services	1,388,001	1,366,648	1,470,552	1,427,721	1,447,408	(23,144)	-2%
Materials & Services	207,053	208,336	204,473	179,732	158,151	(46,322)	-23%
Operating Expense	1,595,054	1,574,984	1,675,025	1,607,453	1,605,559	(69,466)	-4%
Total Expense	1,595,054	1,574,984	1,675,025	1,607,453	1,605,559	(69,466)	-4%

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

\$3000 in personnel services added for a summer extern.

□



Finance

Elizabeth Comfort, Director

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

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



PURPOSE STATEMENT: 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 (15)

Elizabeth Comfort - Director
 Christa Bosserman Wolfe - Deputy Director
 FTE 97.7

Total Adopted \$ 23,929,553

General Fund Support \$ 2,395,278

Financial Executive Support Total Adopted \$1,644,163 Gen Fund \$ 723,249	Accounting Services Total Adopted \$1,909,041 Gen Fund \$ 119,900	Financial Management & Accountability Total Adopted \$4,212,251 Gen Fund \$ 1,449,816	Courier & Mail Total Adopted \$812,179 Gen Fund \$ 102,313	Facilities Management Jeff Jorgensen - Division Director Total Adopted \$15,351,919 Gen Fund \$ -
Executive Leadership & Administration Elizabeth Comfort - Director FTE 2.22 Total Adopted \$664,818 Gen Fund \$ 472,702	Accounts Payable Cyndi Turner - Controller FTE 4.72 Total Adopted \$532,755 Gen Fund \$ -	Budget Sandra Montoya - Budget Manager FTE 5.22 Total Adopted \$1,091,892 Gen Fund \$ 634,259	Courier & Mail Operations Laurie Bergstrom - Office Supervisor FTE 4.87 Total Adopted \$812,179 Gen Fund \$ 102,313	Facilities Operations Dan Robertson - Operations Manager FTE 26.00 Total Adopted \$4,878,221 Gen Fund \$ -
Financial Systems Support Christa Bosserman Wolfe - Deputy Director FTE 2.22 Total Adopted \$979,345 Gen Fund \$ 250,547	Accounts Receivable Cyndi Turner - Controller FTE 4.72 Total Adopted \$623,666 Gen Fund \$ -	Financial Accounting & Reporting Cyndi Turner - Controller FTE 9.22 Total Adopted \$1,685,366 Gen Fund \$ 605,885		Facilities Construction & Projects Steven Bloemer - Construction Supervisor FTE 11.00 Total Adopted \$1,560,411 Gen Fund \$ -
	Payroll Vicky Anderson - Payroll Supervisor FTE 5.22 Total Adopted \$752,620 Gen Fund \$ 119,900	Procurement & Contract Services VACANT - Procurement Manager FTE 8.22 Total Adopted \$1,434,993 Gen Fund \$ 209,672		Utilities Dan Robertson - Operations Manager FTE 0.00 Total Adopted \$2,824,387 Gen Fund \$ -
				Facilities Administrative Services Stephen Hill - Business Services Manager FTE 14.00 Total Adopted \$6,088,900 Gen Fund \$ -



Finance Department (15)

Department Budget Summary by Fund

Line of Business	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22
Program	FTE	General Fund (100)	Facilities Management Fund (744)	Total Adopted Budget	General Fund Support Included in
Financial Executive Support					
Executive Leadership & Administration	2.2	664,818		664,818	472,702
Financial Systems Support	2.2	979,345		979,345	250,547
Accounting Services					
Accounts Payable	4.7	532,755		532,755	
Accounts Receivable	4.7	623,666		623,666	
Payroll	5.2	752,620		752,620	119,900
Financial Management & Accountability					
Budget	5.2	1,091,892		1,091,892	634,259
Financial Accounting & Reporting	9.2	1,685,366		1,685,366	605,885
Procurement and Contract Services	8.9	1,434,993		1,434,993	209,672
Courier & Mail Operations					
Courier and Mail	4.2	812,179		812,179	102,313
Facilities Management					
Facilities Operations	25.0		4,878,221	4,878,221	
Facilities Construction & Projects	12.0		1,560,411	1,560,411	
Utilities	0.0		2,824,387	2,824,387	
Facilities Administrative Services	14.0		6,088,900	6,088,900	
TOTAL	97.7	8,577,634	15,351,919	23,929,553	2,395,278
FY 20/21 Budget	97.7	9,478,298	15,817,887	25,296,185	1,822,335
\$ Increase (Decrease)	0.00	(900,664)	(465,968)	(1,366,632)	572,943
% Increase (Decrease)	0.00%	-9.50%	-2.95%	-5.40%	31.44%

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



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 adopted a \$664,818 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 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	85%	75%	100%
	Result	Bond rating maintained or improved	Aaa	Aaa	N/A	N/A	N/A
	Result	% Finance Divisions/Programs with updated strategic plan performance results	NEW	100%	N/A	N/A	N/A
	Result	% Chart of Accounts updated and implemented so departments can align their budgeting, accounting and reporting with strategic business plans to allow for performance-informed decisions	NEW	NEW	100%	65%	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 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	223,889	900,000	1,092,116	1,092,116	192,116	(900,000)	-82.4%
Federal, State, Local, All Other Gifts & Donations	-	10,014	-	34	-	-	-
All Other Revenue Resources	300	4,710	-	-	-	-	-
General Fund Support	696,755	166,673	-	-	472,702	472,702	-
Operating Revenue	697,055	181,397	-	34	472,702	472,702	-
Total Revenue	920,944	1,081,397	1,092,116	1,092,150	664,818	(427,298)	-39.1%
Personnel Services	752,640	916,471	884,434	803,267	587,470	(296,964)	-33.6%
Materials and Services	168,303	164,909	167,364	96,767	77,348	(90,016)	-53.8%
Capital Outlay	-	18	-	-	-	-	-
Operating Expense	920,944	1,081,397	1,051,798	900,034	664,818	(386,980)	-36.8%
Total Expense	920,944	1,081,397	1,051,798	900,034	664,818	(386,980)	-36.8%
Revenue Less Expense	-	-	40,318	192,116	-	(40,318)	

Significant Issues and Changes

Personnel reductions are due to re-allocation of positions and transition timing.

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 adopted a \$979,345 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 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	85%	0%	85%
 Output	Number of employees that attended PeopleSoft Finance classes	50	50	N/A	5	N/A

Program includes:

Mandated Services N

Shared Services N

Grant Funding N



Financial Executive Support

Financial Systems Support

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	668,798	668,798	-
Revenue from Bonds & Other Debts	-	-	1,000,000	1,000,000	-	(1,000,000)	-100.0%
Other Interfund Transfers	-	-	360,000	360,000	60,000	(300,000)	-83.3%
General Fund Support	-	-	671,888	860,913	250,547	(421,341)	-62.7%
Operating Revenue	-	-	2,031,888	2,220,913	310,547	(1,721,341)	-84.7%
Total Revenue	-	-	2,031,888	2,220,913	979,345	(1,052,543)	-51.8%
Personnel Services	-	-	343,902	360,073	456,806	112,904	32.8%
Materials and Services	-	-	1,687,986	1,192,042	522,539	(1,165,447)	-69.0%
Operating Expense	-	-	2,031,888	1,552,115	979,345	(1,052,543)	-51.8%
Total Expense	-	-	2,031,888	1,552,115	979,345	(1,052,543)	-51.8%
Revenue Less Expense	-	-	-	668,798	-	-	

Significant Issues and Changes

This is a new program under Finance's strategic plan that houses two employees previously housed in the Office of the Director (now Executive Leadership & Administration).

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

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 budget of \$532,755, is 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
 Result	Payments issued within 7 days of Accounts Payable receiving properly completed payment request	NEW	NEW	100%	23%	100%
 Result	% of vendor payments issued via ACH	5%	19%	50%	23%	50%
Output	Number of vendor payments issued via check	19,976	23,769	N/A	2,152	N/A
Output	Number of vendor payments issued via ACH	976	1,193	N/A	1,604	N/A

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	652,967	602,967	532,755	(120,212)	-18.4%
Operating Revenue	-	-	652,967	602,967	532,755	(120,212)	-18.4%
Total Revenue	-	-	652,967	602,967	532,755	(120,212)	-18.4%
Personnel Services	-	-	301,560	304,028	441,646	140,086	46.5%
Materials and Services	-	-	92,942	115,553	91,109	(1,833)	-2.0%
Operating Expense	-	-	394,502	419,581	532,755	138,253	35.0%
Total Expense	-	-	394,502	419,581	532,755	138,253	35.0%
Revenue Less Expense	-	-	258,465	183,386	-	(258,465)	

Significant Issues and Changes

This is a new program under Finance's strategic plan that houses existing employees and costs.

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 adopted a \$623,666 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
 Result	Interfund settlements are completed within 10 days following the end of the month	NEW	NEW	100%	0%	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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	70,776	-	10,512	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,117,158	1,279,960	652,967	654,187	623,666	(29,301)	-4.5%
All Other Revenue Resources	10	-	-	-	-	-	-
General Fund Support	77,682	19,620	-	-	-	-	-
Operating Revenue	1,194,850	1,370,356	652,967	664,699	623,666	(29,301)	-4.5%
Total Revenue	1,194,850	1,370,356	652,967	664,699	623,666	(29,301)	-4.5%
Personnel Services	869,947	931,367	378,072	337,090	535,276	157,204	41.6%
Materials and Services	324,902	438,944	95,432	138,959	88,390	(7,042)	-7.4%
Capital Outlay	-	46	-	-	-	-	-
Operating Expense	1,194,849	1,370,356	473,504	476,049	623,666	150,162	31.7%
Total Expense	1,194,849	1,370,356	473,504	476,049	623,666	150,162	31.7%
Revenue Less Expense	-	-	179,463	188,650	-	(179,463)	

Significant Issues and Changes

This is a new program under Finance's strategic plan that houses existing employees and costs. In FY19-20, it was Accounting and had Accounts Payable and Accounts Receivable staff, as well as General Ledger and Audit Support staff.

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 adopted a \$752,620 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
 Result	Employees paid accurately per pay period	93%	95%	99%	97%	99%
Output	Number of timesheet amendments completed	2,400	2,500	2,500	531	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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	12,818	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	599,818	632,665	632,720	632,720	632,720	-	0%
General Fund Support	71,941	107,558	117,729	117,043	119,900	2,171	1.8%
Operating Revenue	671,759	753,041	750,449	749,763	752,620	2,171	0.3%
Total Revenue	671,759	753,041	750,449	749,763	752,620	2,171	0.3%
Personnel Services	591,152	666,047	673,464	672,818	689,087	15,623	2.3%
Materials and Services	80,607	86,974	76,985	76,945	63,533	(13,452)	-17.5%
Capital Outlay	-	20	-	-	-	-	-
Operating Expense	671,759	753,041	750,449	749,763	752,620	2,171	0.3%
Total Expense	671,759	753,041	750,449	749,763	752,620	2,171	0.3%
Revenue Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 adopted a budget of \$1,091,892, 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	Appropriation in which year-end actual is within 5% of final budget	NEW	NEW	75%	Reported after end of FY	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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	2657.94	-	2658	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	435,784	456,116	489,016	454,731	457,633	(31,383)	-6.4%
All Other Revenue Resources	20	-	-	-	-	-	-
General Fund Support	-	574,405	582,848	457,531	634,259	51,411	8.8%
Operating Revenue	435,804	1,033,179	1,071,864	914,920	1,091,892	20,028	1.9%
Total Revenue	435,804	1,033,179	1,071,864	914,920	1,091,892	20,028	1.9%
Personnel Services	295,583	451,747	764,292	747,268	788,549	24,257	3.2%
Materials and Services	56,711	581,416	307,572	167,652	303,343	(4,229)	-1.4%
Capital Outlay	-	16	-	-	-	-	-
Operating Expense	352,295	1,033,179	1,071,864	914,920	1,091,892	20,028	1.9%
Total Expense	352,295	1,033,179	1,071,864	914,920	1,091,892	20,028	1.9%
Revenue Less Expense	83,509	-	-	-	-	-	

Significant Issues and Changes

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 adopted a budget of \$1,685,366, 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	Grants without financial audit & monitoring findings	NEW	NEW	100%	0%	100%
Result	% Financial reports filed on or before the due date	87%	87%	100%	94%	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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	52,494	-	32,644	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	903,004	920,155	920,100	920,100	1,079,481	159,381	17.3%
General Fund Support	45,413	7,738	708,458	661,875	605,885	(102,573)	-14.5%
Operating Revenue	948,417	980,387	1,628,558	1,614,619	1,685,366	56,808	3.5%
Total Revenue	948,417	980,387	1,628,558	1,614,619	1,685,366	56,808	3.5%
Personnel Services	811,366	820,612	1,258,013	1,069,740	1,269,379	11,366	0.9%
Materials and Services	137,052	159,747	370,545	544,879	415,987	45,442	12.3%
Capital Outlay	-	27	-	-	-	-	-
Operating Expense	948,417	980,387	1,628,558	1,614,619	1,685,366	56,808	3.5%
Total Expense	948,417	980,387	1,628,558	1,614,619	1,685,366	56,808	3.5%
Revenue Less Expense	-	-	-	-	-	-	-

Significant Issues and Changes

This was a new program was created in FY20-21 under Finance's strategic plan, and houses existing employees and costs. Two FTE that supported the General Ledger and Annual Audit were moved into this program.

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 adopted a \$1,434,993 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
 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%	100%
Result	% Small contracts (<\$50k) completed within 10 business days	NEW	85%	90%	88%	100%
Output	Number of contracts completed	1082	1082	N/A	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 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	80,818	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	888,944	900,488	900,491	954,081	977,321	76,830	8.5%
Revenue from Bonds & Other Debts	3,883	13,345	3,000	7,000	3,000	-	0%
All Other Revenue Resources	109,576	218,177	215,000	245,000	245,000	30,000	14.0%
General Fund Support	174,310	-	172,318	49,783	209,672	37,354	21.7%
Operating Revenue	1,176,713	1,212,828	1,290,809	1,255,864	1,434,993	144,184	11.2%
Total Revenue	1,176,713	1,212,828	1,290,809	1,255,864	1,434,993	144,184	11.2%
Personnel Services	1,006,130	975,326	1,092,790	1,097,515	1,186,157	93,367	8.5%
Materials and Services	170,583	175,422	198,019	158,349	248,836	50,817	25.7%
Capital Outlay	-	23	-	-	-	-	-
Operating Expense	1,176,713	1,150,771	1,290,809	1,255,864	1,434,993	144,184	11.2%
Total Expense	1,176,713	1,150,771	1,290,809	1,255,864	1,434,993	144,184	11.2%
Revenue Less Expense	-	62,058	-	-	-	-	

Significant Issues and Changes

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 adopted a \$812,179 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
 Result	Surveyed respondents who "agree" or "strongly agree" that Courier and Mail Operations provides services that support their business operations	NEW	NEW	90%	100%	90%
 Result	Surveyed respondents who "agree" or "strongly agree" that Courier and Mail Operations provides quality customer services	NEW	NEW	90%	92%	90%

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)



Courier and Mail Operations

Courier and Mail Operations

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	17,369	-	340	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	694,422	674,033	737,586	689,879	709,866	(27,720)	-3.8%
All Other Revenue Resources	-	10	-	10	-	-	-
General Fund Support	69,722	60,618	47,340	47,227	102,313	54,973	116.1%
Operating Revenue	764,144	752,030	784,926	737,456	812,179	27,253	3.5%
Total Revenue	764,144	752,030	784,926	737,456	812,179	27,253	3.5%
Personnel Services	306,240	334,516	347,967	350,461	380,005	32,038	9.2%
Materials and Services	412,905	417,514	436,959	386,995	432,173	(4,786)	-1.1%
Capital Outlay	45,000	-	-	-	-	-	-
Operating Expense	764,145	752,030	784,926	737,456	812,179	27,253	3.5%
Total Expense	764,145	752,030	784,926	737,456	812,179	27,253	3.5%
Revenue Less Expense	-	-	-	-	-	-	-

Significant Issues and Changes

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Facilities Management

Facilities Operations

Purpose Statement

The purpose of the Facilities Maintenance 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 Maintenance program adopted a \$4,878,221 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 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%	80%	54%	80%
Efficiency	# Square feet maintained per maintenance technician (National recommended average of 42,500 sq. ft.)	73,293 sq. ft.	62,681 sq. ft.	Discontinued in FY 19-20	N/A	N/A
	\$ Corrective repairs/ \$ preventive maintenance	N/A	N/A	N/A	54% (\$192,307) Corrective, 46% (160,868) Preventive	N/A
	100% Facilities where required fire evacuation drills are successfully conducted annually	N/A	N/A	100%	0%	100%
	100% Janitorial inspections that meet maintenance and cleanliness standards	N/A	N/A	100%	10%	100%
	100% Facilities with intrusion alarm systems	N/A	N/A	100%	0%	100%
	75% of work orders completed within 2 weeks	N/A	N/A	75%	100%	75%
	# Planned Corrective Actions completed	N/A	N/A	N/A	2179	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 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	10,000	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	112,266	-	7,454	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	4,573,787	4,692,770	4,777,973	4,769,447	4,878,221	100,248	2.1%
All Other Revenue Resources	331	2,315	-	1,072	-	-	-
Operating Revenue	4,574,118	4,807,351	4,777,973	4,777,973	4,878,221	100,248	2.1%
Total Revenue	4,584,118	4,807,351	4,777,973	4,777,973	4,878,221	100,248	2.1%
Personnel Services	2,569,410	2,585,269	3,036,567	2,706,632	3,205,549	168,982	5.6%
Materials and Services	1,384,091	1,313,007	1,735,386	1,722,636	1,672,672	(62,714)	-3.6%
Capital Outlay	38,054	-	6,020	-	-	(6,020)	-100.0%
Operating Expense	3,991,555	3,898,276	4,777,973	4,429,268	4,878,221	100,248	2.1%
Total Expense	3,991,555	3,898,276	4,777,973	4,429,268	4,878,221	100,248	2.1%
Revenue Less Expense	592,563	909,075	-	348,705	-	-	

Significant Issues and Changes

This was a new program was created in FY20-21 under Finance's strategic plan, and houses existing employees and costs.

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Facilities Management

Facilities Construction & 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 program adopted a \$1,560,411 budget. 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 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 Effectively or Very Effectively.	* New Measure for 2019-2020	* New Measure for 2019-2020	85%	100%	85%
	75% projects completed with 2 or fewer internal change orders	*New Measure for 2020-2021*	*New Measure for 2020-2021*	75%	100%	75%
	75% of work orders received requesting project estimates assigned and a customer meeting scheduled within 2 weeks	*New Measure for 2020-2021*	*New Measure for 2020-2021*	75%	100%	75%
	75% completed within timeline estimate determined at project meeting	*New Measure for 2020-2021*	*New Measure for 2020-2021*	75%	100%	75%
	# Projects completed	N/A	N/A	N/A	33	N/A

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 were revised for FY 2020-21.



Facilities Management

Facilities Construction & Projects

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	50,000	-	-	-	50,674	50,674	-
Federal, State, Local, All Other Gifts & Donations	-	47,897	-	2,630	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,622,212	1,263,400	1,480,677	1,438,352	1,509,736	29,059	2.0%
All Other Revenue Resources	-	-	-	39,695	-	-	-
Operating Revenue	1,622,212	1,311,297	1,480,677	1,480,677	1,509,736	29,059	2.0%
Total Revenue	1,672,212	1,311,297	1,480,677	1,480,677	1,560,411	79,734	5.4%
Personnel Services	1,060,328	1,239,535	1,402,673	1,061,940	1,441,985	39,312	2.8%
Materials and Services	410,910	70,250	78,004	63,298	118,426	40,422	51.8%
Operating Expense	1,471,238	1,309,785	1,480,677	1,125,238	1,560,411	79,734	5.4%
Total Expense	1,471,238	1,309,785	1,480,677	1,125,238	1,560,411	79,734	5.4%
Revenue Less Expense	200,975	1,511	-	355,439	-	-	

Significant Issues and Changes

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 adopted a \$2,824,387 budget. The resources for this program are used to pay all utility bills for the buildings that Facilities Management oversees, along with other locations such as the Jail, street lights, signal lights, etc.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	Reduce overall energy intensity (per sq. ft.)	64.99%	68.28%	Discontinued in FY 19-20	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)



Facilities Management

Utilities

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	125,160	-	-
All Other Revenue Resources	-	-	-	2,418,741	2,699,227	2,699,227	-
Operating Revenue	-	-	-	2,418,741	2,699,227	2,699,227	-
Total Revenue	-	-	-	2,418,741	2,824,387	2,699,227	-
Materials and Services	-	-	-	2,293,581	2,699,227	2,699,227	-
Operating Expense	-	-	-	2,293,581	2,699,227	2,699,227	-
Contingency	-	-	-	-	125,160	125,160	-
Total Expense	-	-	-	2,293,581	2,824,387	2,824,387	-
Revenue Less Expense	-	-	-	125,160	-	-	-

Significant Issues and Changes

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Facilities Management

Facilities Administrative Services


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 adopted a \$6,088,900 budget. 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 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
	100% service requests converted to work orders within 24 hours	*New Measure for 2020-2021*	*New Measure for 2020-2021*	100%	100%	100
	75% of completed work orders closed within 2 weeks	*New Measure for 2020-2021*	*New Measure for 2020-2021*	75%	0%	75%
	By January 1, 2021, the County will fully implement an asset management system allowing departments to track projects from beginning to end. (Strategic Result #4)	*New Measure for 2020-2021*	*New Measure for 2020-2021*	100%	50%	100%
	By June 30, 2023, a long-term maintenance plan for County facilities will be completed, including an assessment of County facilities and the funding requirements to meet the plan. (Strategic Result #4)	*New Measure for 2020-2021*	*New Measure for 2020-2021*	33%	33%	66%
	By 2024, 80% facilities will be maintained in good to excellent condition. (Strategic Result #4)	*New Measure for 2020-2021*	*New Measure for 2020-2021*	25%	54%	50%
	By 2024, 80% facilities will meet established maintenance and cleanliness standards. (Strategic Result #4)	*New Measure for 2020-2021*	*New Measure for 2020-2021*	25%	10%	50%
	# service requests converted to work orders	N/A	N/A	N/A	1085	N/A
	75% Work orders completed within 30 days or less.	*New Measure for 2020-2021*	*New Measure for 2020-2021*	75%	75%	75%

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 were revised for FY 2020-2021.
 * An asset management program is still being developed.



Facilities Management

Facilities Administrative Services

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	2,206,901	1,534,367	2,873,857	2,873,857	1,903,299	(970,558)	-33.8%
Federal, State, Local, All Other Gifts & Donations	-	110,069	-	10,349	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	2,636,996	4,267,370	4,262,097	4,251,748	4,185,601	(76,496)	-1.8%
All Other Revenue Resources	2,286,768	2,296,079	2,423,283	4,542	-	(2,423,283)	-100.0%
Operating Revenue	4,923,764	6,673,518	6,685,380	4,266,639	4,185,601	(2,499,779)	-37.4%
Total Revenue	7,130,665	8,207,884	9,559,237	7,140,496	6,088,900	(3,470,337)	-36.3%
Personnel Services	1,278,599	1,206,326	1,755,725	1,486,715	1,694,175	(61,550)	-3.5%
Materials and Services	4,528,559	4,687,159	4,840,298	2,811,958	2,516,808	(2,323,490)	-48.0%
Capital Outlay	582,678	213,359	1,963,214	1,591,994	275,500	(1,687,714)	-86.0%
Operating Expense	6,389,836	6,106,844	8,559,237	5,890,667	4,486,483	(4,072,754)	-47.6%
Transfers	-	-	1,000,000	-	-	(1,000,000)	-100.0%
Contingency	-	-	-	-	1,602,417	1,602,417	-
Total Expense	6,389,836	6,106,844	9,559,237	5,890,667	6,088,900	(3,470,337)	-36.3%
Revenue Less Expense	740,829	2,101,040	-	1,249,829	-	-	

Significant Issues and Changes

In FY20-21 the program returned \$1.0M to the General Fund from anticipated ending fund balance to reduce a forecasted shortfall.

*FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

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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

PURPOSE STATEMENT: 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 (16) Evelyn Minor-Lawrence, Director FTE 43.0 Total Adopted \$76,272,586 General Fund Support \$ 1,299,995					
Administration Evelyn Minor-Lawrence, Director Total Adopted \$1,768,782 Gen Fund \$ 429,997	Employee & Labor Relations Eric Sarha, Deputy Director/ Chief Negotiator Total Adopted \$808,125 Gen Fund \$ 217,500	Workforce Design Evelyn Minor-Lawrence, Director Total Adopted \$2,486,792 Gen Fund \$ 652,498	Benefits, Wellness, Leave Management Kristi Durham, Benefits Manager Total Adopted \$53,015,083 Gen Fund \$ -	Benefits, Wellness, Leave Management Kristi Durham, Benefits Manager Total Adopted \$53,015,083 Gen Fund \$ -	Risk & Safety Management Eric Machado, Risk Manager Total Adopted \$18,193,804 Gen Fund \$ -
Office of the Director/ Administrative Svcs Evelyn Minor-Lawrence, Director FTE 5.0 Total Adopted \$948,340 Gen Fund \$ 212,498	Employee & Labor Relations Eric Sarha, Assistant Director/ Chief Negotiator FTE 2.5 Total Adopted \$808,125 Gen Fund \$ 217,500	Classification & Compensation Heather Pedersen, Class & Comp Manager FTE 4.0 Total Adopted \$878,893 Gen Fund \$ 217,499	Benefits Administration Kristi Durham, Benefits Manager FTE 11.2 Total Adopted \$4,637,865 Gen Fund \$ -	Disability Insurance Kristi Durham, Benefits Manager FTE 0.0 Total Adopted \$1,273,366 Gen Fund \$ -	Risk Administration Eric Machado, Risk Manager FTE 8.8 Total Adopted \$1,809,414 Gen Fund \$ -
Workforce Data Management Le Huynh, HR Business Systems Manager FTE 4.5 Total Adopted \$820,442 Gen Fund \$ 217,499		Recruitment and Selection JJ Peters, Recruitment Manager FTE 5.0 Total Adopted \$923,576 Gen Fund \$ 217,500	Medical Insurance Kristi Durham, Benefits Manager FTE 0.0 Total Adopted \$42,114,369 Gen Fund \$ -	EAP/Wellness Kristi Durham, Benefits Manager FTE 0.0 Total Adopted \$823,027 Gen Fund \$ -	Casualty/Liability Eric Machado, Risk Manager FTE 0.0 Total Adopted \$12,446,279 Gen Fund \$ -
		Workforce Development & Planning Kim Lignore, Learning & Development Manager FTE 2.0 Total Adopted \$684,323 Gen Fund \$ 217,499	Dental Insurance Kristi Durham, Benefits Manager FTE 0.0 Total Adopted \$4,158,974 Gen Fund \$ -	Deferred Compensation Kristi Durham, Benefits Manager FTE 0.0 Total Adopted \$7,482 Gen Fund \$ -	Workers' Compensation Eric Machado, Risk Manager FTE 0.0 Total Adopted \$3,470,774 Gen Fund \$ -
					Unemployment Eric Machado, Risk Manager FTE 0.0 Total Adopted \$467,337 Gen Fund \$ -

* 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 (16)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	<i>Prog#</i>	<i>FTE</i>	<i>General Fund</i>	<i>Self - Insurance Fund</i>	<i>Risk Management Claims Fund</i>	<i>Total Adopted Budget</i>	<i>General Fund Support Included in Adopted Budget**</i>
Administration							
Director's Office/Administrative Services	160101	5.0	948,340			948,340	212,498
Workforce Data Management	160102	4.5	820,442			820,442	217,499
Employee & Labor Relations Management							
Employee and Labor Relations	160202	2.5	808,125			808,125	217,500
Workforce Design							
Classification and Compensation	160302	4.0	878,893			878,893	217,499
Recruitment and Selection	160303	5.0	923,576			923,576	217,500
Workforce Development and Planning	160304	2.0	684,323			684,323	217,499
Benefits, Wellness, Leave Management							
Benefits Administration	160401	11.2		4,637,865		4,637,865	
Medical Insurance	160402			42,114,369		42,114,369	
Dental Insurance	160403			4,158,974		4,158,974	
Disability Insurance	160404			1,273,366		1,273,366	
Employee Assistance Program/Wellness	160405			823,027		823,027	
Deferred Compensation	160406			7,482		7,482	
Risk & Safety Management							
Risk Administration	160501	8.8			1,809,414	1,809,414	
Casualty/Liability	160502				12,446,279	12,446,279	
Workers' Compensation	160503				3,470,774	3,470,774	
Unemployment	160504				467,337	467,337	
TOTAL		43.0	5,063,699	53,015,083	18,193,804	76,272,586	1,299,995
FY 20/21 Budget							
		43.0	4,940,449	49,015,767	18,306,755	72,262,971	1,192,986
\$ Increase (Decrease)		0.0	123,250	3,999,316	-112,951	4,009,615	107,009
% Increase (Decrease)		0.0%	2.5%	8.2%	-0.6%	5.5%	9.0%

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



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

Major Initiatives:

In addition to our strategic efforts to partner with our customers, the two main initiatives for the Director's Office are to update County employment policies, and remove duplicative language from the County Code (Personnel Ordinance), as well as continue to make progress on updating the Internal Complaints Process.

Employee Policy and Practices (EPP)/County Code Integration

During the fall of 2020 we conducted a Request for Proposal process through the Procurement Division to retain the services of a firm specializing in development of employment policies. The selected firm began their engagement in January, 2021, and have already made significant progress on many County employment policies.

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 21/22.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	By 2021, 90% of Clackamas County managers agree or strongly agree that Human Resources is a strategic business partner.	91%	90%	90%	92%	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.	100%	80%	80%	96%	80%
Output	Number of revised Employee Policies and Procedures and County Code.	0	10	12	5	10
Output (NEW)	Number of Internal Complaints investigated per fiscal year.	n/a	n/a	10	7	10

Performance Measures Narrative:

Our efforts to provide excellent customer service and strategic partner consultative services continue 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.

In addition to the five (5) COVID related-policies cited in the Output measure above, we anticipate reporting a higher number of revised County employment policies during budget committee hearings, based on the project plan and consultant firm efforts to date.

The number of employee complaints is trending higher than the anticipated target, despite the pandemic remote work arrangements.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations	-	9,241	-	-	-	-	0%
Charges, Fees, License, Permits, Fines, Assessments	3,144,685	3,748,102	3,747,463	3,747,463	735,843	(3,011,620)	-80.4%
All Other Revenue Resources	-	-	-	-	-	-	0%
General Fund Support	861,996	517,644	1,192,986	1,148,786	212,498	(980,488)	-82.2%
Operating Revenue	4,006,681	4,274,987	4,940,449	4,896,249	948,341	(3,992,108)	-80.8%
Total Revenue	4,006,681	4,274,987	4,940,449	4,896,249	948,341	(3,992,108)	-80.8%
Personnel Services	3,213,507	3,505,671	3,635,506	3,684,411	586,053	(3,049,453)	-83.9%
Materials & Services	792,881	769,316	1,304,943	1,211,838	362,288	(942,655)	-72.2%
Capital Outlay	293	-	-	-	-	-	0%
Operating Expense	4,006,681	4,274,987	4,940,449	4,896,249	948,341	(3,992,108)	-80.8%
Total Expense	4,006,681	4,274,987	4,940,449	4,896,249	948,341	(3,992,108)	-80.8%
Revenues Less Expenses	-	-	-	-	-	-	

Significant Issues and Changes

FYI 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Administration

Workforce Data Management

Purpose Statement

The purpose of the Workforce Data Management program is to provide systems management, reports, analytics, and education services to Human Resources, County departments and employees so they can understand and use HR systems and data to make informed decisions and achieve their strategic results.

Performance Narrative Statement

Major Initiatives:

Workforce Data Management 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 Analytic 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	95% of departments submitting Personnel Actions not needing material corrections.	88%	95%	95%	85%	95%
Result (NEW)	80% of HR Managers, HR Staff, and PA Processors reporting by survey that business and system enhancements have improved their daily operations and achieve strategic results.	n/a	n/a	80%	81%	80%
Output	Number of data transactions provided	14,178	9,000	9,000	9,668	9,000
Output (NEW)	Number of Employee Self Service password resets.	n/a	n/a	400	1,591	400
Output (NEW)	Number of HR system enhancements.	n/a	n/a	10	23	10
Output (NEW)	Number of HR business process improvements.	n/a	n/a	10	14	10
Output	Number of Managers and staff trained (removed)		60	Discontinue	n/a	n/a

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 21/22 year 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 21/22.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	0%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	602,943	602,943	0%
All Other Revenue Resources	-	-	-	-	-	-	0%
General Fund Support	-	-	-	-	217,499	217,499	0%
Operating Revenue	-	-	-	-	820,442	820,442	0%
Total Revenue	-	-	-	-	820,442	820,442	0%
Personnel Services	-	-	-	-	658,653	658,653	0%
Materials & Services	-	-	-	-	161,789	161,789	0%
Operating Expense	-	-	-	-	820,442	820,442	0%
Total Expense	-	-	-	-	820,442	820,442	0%
Revenues Less Expenses	-	-	-	-	-	-	

Significant Issues and Changes

FYI 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Employee and Labor Relations

Employee and Labor Relations

Purpose Statement

The purpose of the Employee and Labor Relations program is to provide corrective action consultation, administration of collective bargaining and labor contract services to the BCC, County Administration, and Departments so they can manage a productive workforce and maintain effective labor relations.

Performance Narrative Statement

Major Initiatives:

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 Peace Officers Association for their contract ending June 30, 2020, as well in negotiations with the Employees' Association for their three (3) contracts (Main, Part-time/Temporary and Housing Authority) ending June 30 2021. Negotiations are slated to begin shortly with American Federation of State County and Municipal Employees (AFSCME) for their three (3) contracts (WES, DTD and CCOM) also ending June 30, 2021. We will also begin to bargain the implementation of the County's findings related to the Equal Pay Audit.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result (NEW)	90% of corrective actions involving written reprimands, suspensions, demotions and employee terminations will have been vetted with E&LR before imposition.	n/a	n/a	90%	100%	90%
Result (NEW)	90% of managers/supervisors/will have E&LR training biannually.	n/a	n/a	90%	0%	90%
Output	Number of collective bargaining agreements and/or other labor agreements negotiated to resolution.	5	7	7	58	7
Output (NEW)	Number of managers and supervisors completing employee/labor relations training courses.	n/a	n/a	80	0	80
Output (NEW)	Number of corrective actions involving written reprimand and above vetted with E&LR before imposing.	n/a	n/a	14	10	14
Result	80% of grievances resolved prior to arbitration	Discontinue	65%	Discontinue	n/a	n/a
Output	Number of disciplinary actions involving economic loss	Discontinue	18	Discontinue	n/a	n/a
Output	Number of implemented performance improvement plans, work plans and/or other similar performance management related tools	Discontinue	n/a	n/a	n/a	n/a

Performance Measures Narrative:

We have made solid progress in our new goal to engage in collaboration and consultation with County managers and supervisors during the progressive discipline process, as seen in our first measure above.

The COVID pandemic-related remote work schedule within the County contributed to the results for the E&LR training related measures during this fiscal year. The pandemic was also a considerable factor in the large number of labor agreements negotiated during this fiscal year.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	590,625	590,625	-
General Fund Support	-	-	-	-	217,500	217,500	-
Operating Revenue	-	-	-	-	808,125	808,125	-
Total Revenue	-	-	-	-	808,125	808,125	-
Personnel Services	-	-	-	-	603,835	603,835	-
Materials & Services	-	-	-	-	204,290	204,290	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	808,125	808,125	-
Total Expense	-	-	-	-	808,125	808,125	-
Revenues Less Expenses	-	-	-	-	-	-	-
Significant Issues and Changes							

FYI 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Workforce Design

Classification and Compensation

Purpose Statement

The purpose of the Classification and Compensation program is to provide pay plan and job classification administration and organizational structure consultation services to County Departments so they can structure their organizations in a way that attracts, retains and equitably compensates employees to achieve their operational and strategic results.

Performance Narrative Statement

Major Initiatives:

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. In January 2021, the consultant presented a preliminary report with high level findings, with the final report and employee pay analysis expected in March 2021. Phase 2 of this project will include the review of the consultant's will recommend modifications to County compensation structures, systems, policies and to individual compensation to eliminate any unlawful wage disparities. County policies and practices related to classification and compensation will be reviewed and revised to eliminate the potential for pay equity issues moving forward.

Structured Classification Reviews

Clackamas County has around 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. In 2020, Classification & Compensation worked with a consultant, Recruitment & Selection staff and the Office of Equity & Inclusion to determine and assign Experience Minimum Qualifications for all classifications. This information will be used consistently for all recruitments so that employees hired into any position within the same classification will be held to the same Minimum Qualification.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	By 2025, 100% of County classifications will have been reviewed for alignment with County business needs and market comparability within the past five years, and year over year thereafter.	14%	20%	20%	18%	20%
Result (NEW)	By 2025, County Departments will have access to tools and data necessary to support hiring decisions.	n/a	n/a	20%	n/a	20%
Result (NEW)	By 2025, (full) implementation of Equal Pay Analysis recommendations under the direction of the Board of County Commissioners and the County Administrator.	n/a	n/a	n/a	n/a	n/a
Output	Number of position allocations, recommendations and determinations provided.	259	250	250	124	250
Output	Number of market studies conducted (individual classifications and job families).	99	70	50	15	50
Output (NEW)	Number of new or revised classification specifications.	n/a	n/a	12	24	12
Output (NEW)	Number of Equal Pay Analysis recommendations.	n/a	n/a	n/a	n/a	n/a

Performance Measures Narrative:

We continue to work toward our goal of ensuring that all County classifications have been reviewed and are market competitive. In addition, Classification and Compensation established a number of new measures effective July 1, 2020, which are currently in place, but we do not yet have adequate results data at this time.

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

Classification and Compensation

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	661,394	661,394	-
General Fund Support	-	-	-	-	217,499	217,499	-
Operating Revenue	-	-	-	-	878,893	878,893	-
Total Revenue	-	-	-	-	878,893	878,893	-
Personnel Services	-	-	-	-	716,104	716,104	-
Materials & Services	-	-	-	-	162,789	162,789	-
Operating Expense	-	-	-	-	878,893	878,893	-
Total Expense	-	-	-	-	878,893	878,893	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FYI 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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

Major Initiatives:

Implementation of the Equal Pay Act. 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 creating job postings and determining salary placement to fully implement the Equal Pay Act.

In partnership with the Office of Equity and Inclusion, identifying and implementing top recruitment and selection related EDI priorities.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	70% of open positions are filled within 90 days from the date of requisition	55%	38%	65%	46%	65%
Output	Number of hires per year	358	259	320	122	320
Output	Number of job postings (recruitments) per year	305	211	260	94	260
Output	Number of recruitment outreach events per year	28	18	24	8	24

Performance Measures Narrative:

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 are continuing to evaluate and make changes to our business processes and procedures as part of the Equal Pay Act project implementation. 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 recruitment and selection 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.

A note regarding the "FY 20-21 Actuals as of 12/31/20". The most significant influences to this result for this time period include: 1) additional staff time required to review policies and procedures to ensure compliance with the EPA (including but not limited to implementing standardized minimum qualifications in job postings and developing a salary placement process for ALL hires); 2. Additionally, the Oregon wildfires caused recruitments to be delayed or paused while hiring managers shifted their focus to providing service delivery for impacted customers.

A note regarding the "FY 19-20 Actuals" drop in % of positions filled in 90 days result: in addition to the two business process changes previously described, four 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; 4) COVID-19 impacts (while we have never stopped recruiting, many recruitments were delayed or paused temporarily while most hiring managers were forced to shift their focus to daily operations to ensure customer service delivery needs were met when the state-wide shutdown forced the county to close all offices). All four of these factors negatively impacted this result.

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.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	706,076	706,076	-
General Fund Support	-	-	-	-	217,500	217,500	-
Operating Revenue	-	-	-	-	923,576	923,576	-
Total Revenue	-	-	-	-	923,576	923,576	-
Personnel Services	-	-	-	-	811,787	811,787	-
Materials & Services	-	-	-	-	111,789	111,789	-
Operating Expense	-	-	-	-	923,576	923,576	-
Total Expense	-	-	-	-	923,576	923,576	-
Revenues Less Expenses	-	-	-	-	-	-	-
Significant Issues and Changes							



Workforce Design

Workforce Development and Planning

Purpose Statement

The purpose of the Workforce Planning and Development program is to provide workforce planning, support for supervisors, and learning and development services to the County and County Departments so they can anticipate and respond to the County's current and future workforce needs.

Performance Narrative Statement

Major Initiatives:

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.

- Performance Feedback: The County's performance feedback process, Clarify, Converse, Capture, has been in place for two years and we have seen major progress. Prior to putting this framework in place in 2018, less than 40% of employees received reviews. By FY 19/20, this number had increased to 86%. FY 20/21 has been more challenging with the pandemic and we have seen a slight decrease. This is a major culture change for the County and will continue to require ongoing attention and enhancements. In FY 20/21, we updated the intranet, finalized our EPP and trained over 150 new employees on the process upon their transition to the County. In FY 21/22, we will continue to move the performance feedback framework forward with enhancements and training and assess the alignment with EPA recommendations.
- Employee Engagement: In FY 20/21, partnered with TalentMap to successfully launch our first County-wide employee engagement survey. We shared County-wide results with all staff, held facilitated sessions with Department leadership teams and led the County in ensuring Departments shared results with all staff. In Spring of 2021, all Departments will set goals and create action plans focused on identified areas of opportunity. We have communicated to key stakeholders including the EMT and union leaders, along the way. In FY 21/22, we will rollout our second engagement survey with TalentMap, incorporating best practices from first survey in a more deliberate and timely phased approach.
- Workforce Planning: Meeting departments where they are at with Workforce Planning will continue to be a focus in FY 21/22. We will connect with the 59% of departments that already have workforce planning elements included in their strategic business plans to determine how best to support them.
- Learning and Development: During FY 21/22.
- Partner closely with Equity and Inclusion Office to design and develop foundational, custom learning for all employees and supervisors/managers. Integrate learning into new employee workshop, new supervisory training. Apply equity lens to all learning programs.
- Continue to create and market a broader range of learning resources, virtual and in-person, including a virtual platform with resources for supervisors/managers in partnership with Learning Point. In addition, our renewed eLearning library contract with Provisions will provide more capability, including the ability to load our own custom content.
- Identify core competencies for managers 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 and begin to create a learning curriculum to support these competencies. Curriculum will integrate Clarify Converse Capture, Core Values, employee engagement and core supervisory expectations.
- Create a more engaging experience for new employees and new supervisors/managers at the County by enhancing current programs and ensuring audience groups have the right content to set them up for success at the County and in their roles.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result (NEW)	50% of County departments will have workforce planning strategies looking ahead 2-5 years that are aligned with their strategic business plan in consultation with the Workforce Planning and Development program.	n/a	n/a	50%	25%	50%
Result	90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time.	93%	95%	90%	90%	90%
Result	90% of employees will have a documented summary of performance at least annually.	77%	86%	90%	68%	90%
Output (NEW)	Number of Workforce planning consultations.	n/a	n/a	n/a	9	n/a
Output	Number of County employees engaged in learning events.	2737	2000	2000	3816	2000
Output (NEW)	Number of employees with a documented summary of performance each year.	n/a	n/a	n/a	1392	n/a
Output	Number of workforce plans developed	Discontinue	n/a	n/a	n/a	n/a
Result	By 2021 90% of County departments will have workforce planning elements integrated into their strategic business plan	59%	85%	Discontinue	n/a	n/a
Output	Number of employees engaging with the Leadership Academy		45	Discontinue	n/a	n/a
Output	Number of County employees registered for formal learning events		2000	Discontinue	n/a	n/a

Performance Measures Narrative:

We'll see volatility in number of employees 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	466,824	466,824	-
General Fund Support	-	-	-	-	217,499	217,499	-
Operating Revenue	-	-	-	-	684,323	684,323	-
Total Revenue	-	-	-	-	684,323	684,323	-
Personnel Services	-	-	-	-	402,534	402,534	-
Materials & Services	-	-	-	-	281,789	281,789	-
Operating Expense	-	-	-	-	684,323	684,323	-
Total Expense	-	-	-	-	684,323	684,323	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FYI 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Benefits, Wellness, Leave Management

Benefits Administration

Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

Major Initiatives:

In addition to continuing to offer a very competitive employee benefits package in support of our mission, the Benefits and Wellness division has laid the groundwork to transition to modern approaches to employee benefit processing, internal controls, and improved benefits technology solutions.

Developed Benefit Service Delivery Strategy:

- Identified services required, including priority and level of services
- Communication and engagement
- Performance Measures
- Recommended organizational structure
- Audit and control recommendations

Starting in June 2020, we worked with outside consultants and engaged in extensive discovery over 8 months, including conducting focus groups with stakeholders. This resulted in final recommendations for implementation of the Benefits Service Delivery Strategy.

The RFP for "Benefit Administration Consultant for Transformation and Implementation Strategies" has been posted and closes March 24, 2021. Work will continue through FY 21-22:

- Enhanced customer experience
- Implement plan sponsor best practices
- Introduce comprehensive compliance, audit, and controls
- Minimize manual processing and reconciliation
- Access to accurate and timely data with dashboard reporting
- Instill consistent vendor management practices
- Transform benefits team service delivery model

FY 20/21 Additional Benefits, Leave, and Wellness efforts:

- RFP, vendor selection, and contracts awarded for two major vendors: Benefits Broker and Deferred Compensation Plan Recordkeeper
- Implemented FFCRA and other COVID-19 related leave
- Implemented employee benefit plan options and mandates resulting from COVID-19 relief legislation
- Facilitated employee groups providing support and resources for wildfire impacts, parents, caregivers, and employees of color

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result (NEW)	80% of employees return to work within 90 days of initial non-occupational short-term disability.	n/a	n/a	80%	*	80%
Result (NEW)	90% of supervisor and manager survey responses indicate "agree or "strongly agree" they have timely and accurate information about their employees' protected leaves and disability.	n/a	n/a	90%	70%	90%
Result (NEW)	Annual alignment of wellness programs with workforce need.	n/a	n/a	20%	*	20%
Output (NEW)	Number of medical leave requests.	n/a	n/a	262	527	262
Output (NEW)	Number of Wellness Program class participants.	n/a	n/a	100	*	100
Output (NEW)	Number of enrollment changes.	n/a	n/a	1980	5245	5245
Result	90% of Wellness class surveys indicate "agree" or "strongly agree" that the class contributes to well-being	96%	97%	Discontinue	n/a	n/a
Result	90% of Expected/Open Leave Cases in PeopleSoft HR are accurate	89%	100%	Discontinue	n/a	n/a
Result	80% of employees return to work within 180 days of initial non-occupational disability claim	86%	85%	Discontinue	n/a	n/a

Performance Measures Narrative:

By implementing the benefits service delivery strategy, the Benefits & Wellness division will have access to relevant, accurate and timely program data and dashboards, which are not currently available. This will allow for development of expanded Performance Clackamas results and outputs to drive better program performance and accountability.

* These results will be measured for the full fiscal year on June 30, 2021. The return-to-work within 180 days result was met in FY 19-20, so we increased the goal to 90 days for FY 20-21. Wellness alignment and Benefit enrollment changes are part of the Benefit Service Delivery Strategy.

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.



Benefits, Wellness, Leave Management

Benefits Administration

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	390,982	1,076,135	3,166,081	2,883,320	2,581,810	(584,271)	-18.5%
Federal, State, Local, All Other Gifts & Donations	-	2,563	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	3,537,199	3,614,381	1,828,813	1,889,272	1,902,955	74,142	4.1%
All Other Revenue Resources	166,547	199,443	45,295	325,902	153,100	107,805	238.0%
Operating Revenue	3,703,746	3,816,387	1,874,108	2,215,174	2,056,055	181,947	9.7%
Total Revenue	4,094,728	4,892,522	5,040,189	5,098,494	4,637,865	(402,324)	-8.0%
Personnel Services	1,584,032	1,557,973	1,687,370	1,613,584	1,767,084	79,714	4.7%
Materials & Services	434,561	451,229	582,352	903,100	958,667	376,315	64.6%
Operating Expense	2,018,593	2,009,202	2,269,722	2,516,684	2,725,751	456,029	20.1%
Contingency	-	-	8,934,575	-	1,912,114	(7,022,461)	-78.6%
Total Expense	2,018,593	2,009,202	11,204,297	2,516,684	4,637,865	(6,566,432)	-58.6%
Revenues Less Expenses	2,076,135	2,883,320	(6,164,108)	2,581,810	-	6,164,108	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Implementation of Benefits Transformation which will move the County from transactional benefits administration to strategically managed benefits delivery.



Benefits, Wellness, Leave Management

Medical Insurance

Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

SERVICES:

- Health insurance, employee assistance, disability and retirement benefits plans
- Family medical leave requests, resources, updates and inquiry responses
- Disability accommodations assessments, consultations and recommendations
- Wellness events
- New employee benefit orientation sessions

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Output (NEW)	Number of enrollment changes.	n/a	n/a	1980	5245	5245

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



Benefits, Wellness, Leave Management

Medical Insurance

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	3,252,008	8,684,900	10,975,907	11,940,003	13,146,807	2,170,900	19.8%
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
All Other Revenue Resources	26,328,057	27,363,855	27,302,655	28,247,373	28,967,562	1,664,907	6.1%
Operating Revenue	26,328,057	27,363,855	27,302,655	28,247,373	28,967,562	1,664,907	6.1%
Total Revenue	29,580,065	36,048,755	38,278,562	40,187,376	42,114,369	3,835,807	10.0%
Materials & Services	23,895,165	24,108,752	32,293,620	27,040,569	33,572,643	1,279,023	4.0%
Operating Expense	23,895,165	24,108,752	32,293,620	27,040,569	33,572,643	1,279,023	4.0%
Reserve for Future Expenditures	-	-	2,120,600	-	2,162,700	42,100	2.0%
Contingency	-	-	-	-	6,379,026	6,379,026	-
Total Expense	23,895,165	24,108,752	34,414,220	27,040,569	42,114,369	7,700,149	22.4%
Revenues Less Expenses	5,684,900	11,940,003	3,864,342	13,146,807	-	(3,864,342)	

Significant Issues and Changes

FYI 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Benefits, Wellness, Leave Management

Dental Insurance

Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

SERVICES:

- Health insurance, employee assistance, disability and retirement benefits plans
- Family medical leave requests, resources, updates and inquiry responses
- Disability accommodations assessments, consultations and recommendations
- Wellness events
- New employee benefit orientation sessions

Key Performance Measures

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target

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



Benefits, Wellness, Leave Management

Dental Insurance

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	2,822,675	1,100,918	1,385,469	1,488,578	1,718,528	333,059	24.0%
All Other Revenue Resources	2,359,107	2,320,657	2,407,092	2,440,445	2,440,446	33,354	1.4%
Operating Revenue	2,359,107	2,320,657	2,407,092	2,440,445	2,440,446	33,354	1.4%
Total Revenue	5,181,782	3,421,575	3,792,561	3,929,023	4,158,974	366,413	9.7%
Personnel Services	-	-	-	-	-	-	-
Materials & Services	2,080,865	1,932,997	2,444,095	2,210,495	2,431,706	(12,389)	-0.5%
Operating Expense	2,080,865	1,932,997	2,444,095	2,210,495	2,431,706	(12,389)	-0.5%
Reserve for Future Expenditures	-	-	255,700	-	255,700	-	0%
Contingency	-	-	-	-	1,471,568	1,471,568	-
Total Expense	2,080,865	1,932,997	2,699,795	2,210,495	4,158,974	1,459,179	54.0%
Revenues Less Expenses	3,100,917	1,488,578	1,092,766	1,718,528	-	(1,092,766)	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Benefits, Wellness, Leave Management

Disability Insurance

Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

SERVICES:

- Health insurance, employee assistance, disability and retirement benefits plans
- Family medical leave requests, resources, updates and inquiry responses
- Disability accommodations assessments, consultations and recommendations
- Wellness events
- New employee benefit orientation sessions

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result (NEW)	80% of employees return to work within 90 days of initial non-occupational short-term disability.	n/a	n/a	80%	*	80%
Result (NEW)	90% of supervisor and manager survey responses indicate "agree or "strongly agree" they have timely and accurate information about their employees' protected leaves and disability.	n/a	n/a	90%	70%	90%
Output (NEW)	Number of medical leave requests.	n/a	n/a	262	527	262

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



Benefits, Wellness, Leave Management

Disability Insurance

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	694,511	770,994	805,858	833,180	973,566	167,708	20.8%
All Other Revenue Resources	275,188	293,393	293,249	299,370	299,800	6,551	2.2%
Operating Revenue	275,188	293,393	293,249	299,370	299,800	6,551	2.2%
Total Revenue	969,699	1,064,387	1,099,107	1,132,550	1,273,366	174,259	15.9%
Materials & Services	198,705	231,207	463,564	158,984	426,135	(37,429)	-8.1%
Operating Expense	198,705	231,207	463,564	158,984	426,135	(37,429)	-8.1%
Reserve for Future Expenditures	-	-	58,252	-	58,252	-	0%
Contingency	-	-	-	-	788,979	788,979	-
Total Expense	198,705	231,207	521,816	158,984	1,273,366	751,550	144.0%
Revenues Less Expenses	770,994	833,180	577,291	973,566	-	(577,291)	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Benefits, Wellness, Leave Management

EAP/Wellness

Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

SERVICES:

- Health insurance, employee assistance, disability and retirement benefits plans
- Family medical leave requests, resources, updates and inquiry responses
- Disability accommodations assessments, consultations and recommendations
- Wellness events
- New employee benefit orientation sessions

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result (NEW)	Annual alignment of wellness programs with workforce need.	n/a	n/a	20%	*	20%
Output (NEW)	Number of Wellness Program class participants.	n/a	n/a	100	*	100

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



Benefits, Wellness, Leave Management

EAP/Wellness

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	578,384	610,869	626,261	627,630	654,577	28,316	4.5%
Charges, Fees, License, Permits, Fines, Assessments	82,279	84,161	84,530	85,278	84,000	(530)	-0.6%
All Other Revenue Resources	78,320	80,462	85,725	82,148	84,450	(1,275)	-1.5%
Operating Revenue	160,599	164,623	170,255	167,426	168,450	(1,805)	-1.1%
Total Revenue	738,983	775,492	796,516	795,056	823,027	26,511	3.3%
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	128,114	147,862	168,889	140,479	168,450	(439)	-0.3%
Operating Expense	128,114	147,862	168,889	140,479	168,450	(439)	-0.3%
Contingency	-	-	-	-	654,577	654,577	-
Total Expense	128,114	147,862	168,889	140,479	823,027	654,138	387.3%
Revenues Less Expenses	610,869	627,630	627,627	654,577	-	(627,627)	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Benefits, Wellness, Leave Management

Deferred Compensation

Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

SERVICES:

- Health insurance, employee assistance, disability and retirement benefits plans
- Family medical leave requests, resources, updates and inquiry responses
- Disability accommodations assessments, consultations and recommendations
- Wellness events
- New employee benefit orientation sessions

Key Performance Measures

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
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



Benefits, Wellness, Leave Management

Deferred Compensation

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	4,102	2,082	2,082	2,082	2,082	-	0%
All Other Revenue Resources	-	2,004	6,750	100	5,400	(1,350)	-20.0%
Operating Revenue	-	2,004	6,750	100	5,400	(1,350)	-20.0%
Total Revenue	4,102	4,086	8,832	2,182	7,482	(1,350)	-15.3%
Materials & Services	2,020	2,004	6,750	100	5,400	(1,350)	-20.0%
Operating Expense	2,020	2,004	6,750	100	5,400	(1,350)	-20.0%
Contingency	-	-	-	-	2,082	2,082	-
Total Expense	2,020	2,004	6,750	100	7,482	732	10.8%
Revenues Less Expenses	2,082	2,082	2,082	2,082	-	(2,082)	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Risk & Safety Management

Risk Administration

Purpose Statement

The purpose of the Risk and Safety Management line of business is to provide comprehensive loss prevention and control, risk management, planning education and consultation services to County departments, and employees 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

Major Initiatives:

COVID-19 pandemic risk and safety response and management

From education, to risk reduction and safety management/compliance, the Risk and Safety team is continuing to prioritize this as we head into our second year of the pandemic.

Continue optimization of an updated RMIS system went live in the fall of 2019

Countless efficiency improvements are emerging, thereby reducing administrative burden and allowing more time toward analysis and management of program.

Workplace Violence Prevention Team

As the County workforce returns more regularly to the office, this initiative will ramp up and support EPP #34.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result (NEW)	Clackamas County will maintain a workers' compensation rating below the state's industry average.	0.76	0.71	Below 1	0.71	Below 1
Result (NEW)	By 2025, all classification specifications will contain risk management responsibilities.	n/a	0.46	Below 1	0.18	Below 1
Result (NEW)	By 2025, departments will have access to real time risk management data (examples: injury trends, claim expenses).	n/a	n/a	20%	20%	50%
Output	Number of ergonomic assessments provided quarterly	40	20	25	10	25
Output (NEW)	Number of liability claims.	n/a	n/a	30	40	30
Output	Number of workers' compensation claims processed quarterly	29	28	30	40	30
Output (NEW)	Number of unemployment claims.	n/a	n/a	120	273	200
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	Discontinue	n/a	n/a	n/a
Results	Experience Modification Rate will be 1 or less	n/a	1 or less	Discontinue	n/a	n/a
Results	Each year the ratio of liability claims paid, when compared to the actuarial recommendation is 1 or less	n/a	1 or less	Discontinue	n/a	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 workers' compensation rating results measure is another way to compare us to our industry peers. This 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 above average in comparison.

We are working with the Classification and Compensation division to get class specs that will have risk management responsibilities in the supervisor and manager groups. This will further embed risk management into the organization.

The "Outputs" are broken down into four categories;

-Ergonomics, liability claims processed, workers' compensation claims processes and unemployment claims processed. Huge increase in unemployment claims this year as a result of the COVID 19 pandemic.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	252,764	233,511	208,607	-	12,262	(196,345)	-94.1%
Federal, State, Local, All Other Gifts & Donations	-	12,328	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,436,190	-	1,505,852	1,530,111	1,628,709	122,857	8.2%
All Other Revenue Resources	-	167,474	-	167,474	168,443	168,443	-
Operating Revenue	1,688,954	413,313	1,714,459	1,697,585	1,809,414	291,300	5.5%
Total Revenue	1,688,954	413,313	1,714,459	1,697,585	1,809,414	94,955	5.5%
Personnel Services	957,189	1,124,624	1,449,212	1,436,061	1,486,264	37,052	2.6%
Materials & Services	286,523	243,870	252,985	249,262	260,888	7,903	3.1%
Operating Expense	1,243,712	1,368,494	1,702,197	1,685,323	1,747,152	44,955	2.6%
Contingency	-	-	12,262	-	62,262	50,000	407.8%
Total Expense	1,243,712	1,368,494	1,714,459	1,685,323	1,809,414	94,955	5.5%
Revenues Less Expenses	445,242	(955,181)	-	12,262	-	-	
Significant Issues and Changes							

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Risk & Safety Management

Casualty/Liability

Purpose Statement

The purpose of the Casualty/Liability program is to provide funding, management and consultation to County departments in an effort to reduce costs and resolve matters of property damage and liability against the County.

Performance Narrative Statement

SERVICES:

- Casualty/Liability self-insured claims funding
- Casualty/Liability claims management
- Liability (excess), cyber, public officials, volunteer and property insurance policies
- Contract risk language reviews

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Output (NEW)	Number of liability claims.	n/a	n/a	30	40	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



Risk & Safety Management

Casualty/Liability

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	9,533,753	10,081,438	10,708,831	10,610,071	10,288,026	(420,805)	-3.9%
Charges, Fees, License, Permits, Fines, Assessments	2,216,181	3,176,426	2,206,075	2,250,294	1,983,253	(222,822)	-10.1%
All Other Revenue Resources	346,312	160,531	175,000	175,000	175,000	-	0%
Operating Revenue	2,562,493	3,336,957	2,381,075	2,425,294	2,158,253	(222,822)	-9.4%
Total Revenue	12,096,246	13,418,395	13,089,906	13,035,365	12,446,279	(643,627)	-4.9%
Materials & Services	1,809,423	1,853,142	2,324,716	1,747,339	2,154,262	(170,454)	-7.3%
Transfers	-	-	1,000,000	1,000,000	-	(1,000,000)	-100.0%
Operating Expense	1,809,423	1,853,142	3,324,716	2,747,339	2,154,262	(1,170,454)	-35.2%
Reserve for Future Expenditures	-	-	1,385,852	-	6,625,000	5,239,148	378.0%
Contingency	-	-	8,379,338	-	3,667,017	(4,712,321)	-56.2%
Total Expense	1,809,423	1,853,142	13,089,906	2,747,339	12,446,279	(643,627)	-4.9%
Revenues Less Expenses	10,286,823	11,565,253	-	10,288,026	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Risk & Safety Management

Workers' Compensation

Purpose Statement

The purpose of the Workers' Compensation program is to provide funding, management and consultation to County departments in an effort to reduce costs and resolve matters involving employees, injured in the course and scope of employment at the County.

Performance Narrative Statement

SERVICES:

- Worker's Compensation self-insured claims funding
- Workers' Compensation claims management
- Excess Workers' Compensation policies
- State of Oregon self-insured Workers' Compensation compliance

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result (NEW)	Clackamas County will maintain a workers' compensation rating below the state's industry average.	0.76	0.71	Below 1	0.71	Below 1
Output	Number of workers' compensation claims processed quarterly	29	28	30	40	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



Risk & Safety Management

Workers' Compensation

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,994,720	2,194,305	2,023,280	2,588,377	2,277,736	254,456	12.6%
Charges, Fees, License, Permits, Fines, Assessments	1,079,780	1,784,998	1,133,769	1,024,595	1,193,038	59,269	5.2%
Operating Revenue	3,074,500	3,979,303	3,157,049	3,612,972	3,470,774	313,725	9.9%
Total Revenue	3,074,500	3,979,303	3,157,049	3,612,972	3,470,774	313,725	9.9%
Materials & Services	1,296,815	1,390,926	1,176,000	1,335,236	1,246,000	70,000	6.0%
Operating Expense	1,296,815	1,390,926	1,176,000	1,335,236	1,246,000	70,000	6.0%
Reserve for Future Expenditures	-	-	1,735,454	-	1,735,000	(454)	0.0%
Contingency	-	-	245,595	-	489,774	244,179	99.4%
Total Expense	1,296,815	1,390,926	3,157,049	1,335,236	3,470,774	313,725	9.9%
Revenues Less Expenses	1,777,685	2,588,377	-	2,277,736	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Risk & Safety Management

Unemployment

Purpose Statement

The purpose of the Unemployment program is to assess unemployment claims, reimburse the State for paid amounts, and bill County departments for their share of unemployment costs.

Performance Narrative Statement

SERVICES:

- Unemployment claims processing
- Department level inter-fund billing of unemployment costs

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Output (NEW)	Number of Unemployment Claims.	n/a	n/a	120	273	200

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



Risk & Safety Management

Unemployment

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	177,637	174,237	170,341	170,837	167,337	(3,004)	-1.8%
Charges, Fees, License, Permits, Fines, Assessments	131,549	180,528	175,000	300,000	300,000	125,000	71.4%
Operating Revenue	131,549	180,528	175,000	300,000	300,000	125,000	71.4%
Total Revenue	309,186	354,765	345,341	470,837	467,337	121,996	35.3%
Materials & Services	135,444	183,928	178,400	303,500	303,800	125,400	70.3%
Operating Expense	135,444	183,928	178,400	303,500	303,800	125,400	70.3%
Contingency	-	-	166,941	-	163,537	(3,404)	-2.0%
Total Expense	135,444	183,928	345,341	303,500	467,337	121,996	35.3%
Revenues Less Expenses	173,742	170,837	-	167,337	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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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/pgs>



Public and Government Affairs Department

Department Mission

PURPOSE STATEMENT: The mission of the Department of Public and Government Affairs is to provide timely and reliable information, equitable public engagement, strategy, and advocacy services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials so they can thrive, build connection and trust with their government, and impact the future of their community.

Public and Government Affairs Department (17)	
Sue Hildick, Director	
FTE 22.00	
Total Adopted \$	5,772,251
General Fund Support \$	915,711

Strategy, Policy and County Brand Identity	
Sue Hildick - Director Tonia Holowetzki - Deputy Dir Kellie Lute - Mgr	
Total Adopted \$1,389,848	
Gen Fund	\$149,098

Communications, Engagement & Advocacy	
Tonia Holowetzki - Deputy Dir Chris Lyons - Mgr	
Total Adopted \$4,382,403	
Gen Fund	\$766,613

Strategy and Policy	
Sue Hildick - Director Kellie Lute - Mgr	
FTE 5.0	
Total Adopted \$1,319,848	
Gen Fund	\$79,098

Communications and Community Engagement	
Tonia Holowetzki - Deputy Dir Chris Lyons - Mgr	
FTE 15.0	
Total Adopted \$3,744,103	
Gen Fund	\$656,481

County Brand Identity	
Tonia Holowetzki - Deputy Dir	
FTE 0.0	
Total Adopted \$70,000	
Gen Fund	\$70,000

Government and External Relations	
Chris Lyons - Mgr	
FTE 2.0	
Total Adopted \$638,300	
Gen Fund	\$110,132



Public and Government Affairs (17)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	<i>Prog #</i>	FTE	Public and Government Affairs	Total Adopted Budget	General Fund Support Included in Adopted Budget**
Strategy, Policy and Brand Identity					
Strategy and Policy	170101	5.0	1,319,848	1,319,848	79,098
County Brand Identity	170102	0.0	70,000	70,000	70,000
Communications, Engagement and Advocacy					
Communications and Community Engagement	170202	15.0	3,744,103	3,744,103	656,481
Governmental and External Relations	170203	2.0	638,300	638,300	110,132
TOTAL		22.00	5,772,251	5,772,251	915,711
FY 20/21 Budget		22.00	5,152,474	5,152,474	744,161
\$ Increase (Decrease)		0.00%	619,777	619,777	171,550
% Increase (Decrease)		0.00%	12.03%	12.03%	23.05%

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



Strategy, Policy and County Brand Identity

Strategy and Policy





Purpose Statement

The purpose of the Strategy and Policy Program is to provide strategic planning, policy analysis, and support services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials and Public and Government Affairs staff so they can have equitable access, make informed decisions and achieve results.

Performance Narrative Statement

The Strategy and Policy Program, formerly the Office of the Director in PGA's 2016 MFR Plan, adopted a budget of \$1,319,848. This is a 6.7% increase, primarily due to the increased cost of personnel and increased costs in Public, Educational & Government (PEG) expenditures. PGA's 2020 MFR plan eliminated PEG as a Program and moved the revenue and expenses into the Strategy and Policy Program. All PEG funds are dedicated funds that can only be used for cable TV access channels and access centers. The non-PEG resources in this program provides administrative services and training to the department as well as strategic planning, policy analysis and support services to internal and external customers.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
 Result	% of employees receive annual performance evaluations ¹	100%	100%	Tracking separately	Tracking separately	Tracking separately
 Result	% of departments rate PGA services as good or excellent ¹	91%	94%	Tracking separately	Tracking separately	Tracking separately
 Result	By 2021, PGA will align its structure, and centralize all County communications and government relations staff, strategy, and budget to optimize our ability to achieve results and clarify lines of authority and responsibility	New Measure added FY 2020/2021		75%	10%	100%
 Result	By 2021, the County will partner with the Coalition of Communities of Color to produce a comprehensive report on the lived realities of people of color in Clackamas County as a starting point to better understand our audiences in partnership with the Office of Equity and Inclusion.	New Measure added FY 2020/2021		100%	100%	Completed (Phase 1)

¹ The first two results listed above are from PGA's 2016 MFR Plan. These results did not carry forward to PGA's new 2020 MFR Plan but PGA is tracking the data separately.

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

At the end of July 2020, PGA implemented an updated 2020 Performance Clackamas Plan that includes new/updated performance measures. Most of these measures vary significantly from the 2016 Performance Clackamas Plan and the tracking metrics are still being developed.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	101,869	79,173	113,543	113,543	-	(113,543)	-100%
Federal, State, Local, All Other Gifts and Donations	323,605	411,574	298,568	323,058	302,673	4,105	1%
Charges, Fees, License, Permits, Fines, Assessments	61,505	-	327,649			(327,649)	-100%
All Other Revenue Resources	844,208	754,122	412,606	424,213	938,077	525,471	127%
General Fund Support	-	-	197,823	498,400	79,098	(118,725)	-60%
Operating Revenue	1,229,318	1,165,696	1,236,646	1,245,671	1,319,848	83,202	7%
Total Revenue	1,331,187	1,244,869	1,350,189	1,359,214	1,319,848	(30,341)	-2%
Personnel Services	661,875	764,912	832,420	855,918	867,590	35,170	4%
Materials & Services	499,131	369,580	184,402	503,296	149,585	(34,817)	-19%
Operating Expense	1,161,006	1,134,492	1,016,822	1,359,214	1,017,175	353	0%
Capital Outlay	4,651	-	-	-	-	-	-
Special Payments	-	-	333,367		302,673		
Total Expense	1,165,657	1,134,492	1,350,189	1,359,214	1,319,848	353	-2%
Revenues Less Expenses	165,530	110,377	-	-	-		

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Reasons for % Changes from Prior Year Budget:

1. Revenue = 27% increase in primarily due to the changes Finance made in the new Chart of Accounts and a slight increase PEG revenue.
2. Expenditures = 7% increase due to personnel costs, PEG expenses, and allocated costs to other departments (TS, Utilities, etc.)

General Fund request includes transfer of non-departmental fund contract from County Administration with Summit Strategies to the PGA budget for approximately \$110k and also an increase in the Personnel Budget for COLAs and benefits for approximately \$62k.



Strategy, Policy and Brand Identity





County Brand Identity Program

Purpose Statement

The purpose of the County Brand Identity Program is to provide unified strategic messaging and consistent visual identity services to the people of Clackamas County, their Board of County Commissioners, and countywide elected officials so they can realize the value of their investment and engagement with the County and its vision for the future.

Performance Narrative Statement

PGA's 2020 MFR Plan created the County Brand Identity Program. The budget for this new program is \$70,000. The resources will be used to continue the development of the County Brand Identity.

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
 Result	By 2022, 75% of County staff will be able to articulate the County's brand identity ¹	New Measure in 2020	New Measure in 2020	0%	20%	75%
 Result	By 2024, 25% more of those surveyed confirm they have positive feelings toward the County ²	New Measure in 2020	New Measure in 2020	n/a	n/a	n/a
 Result	% core products will be consistent with the County brand identity ¹	New Measure in 2020	New Measure in 2020	n/a	n/a	n/a
 Result	% county employees can articulate the County brand identity ¹	New Measure in 2024	New Measure in 2020	n/a	n/a	an

¹ PGA is working with a vendor to create an brand identity for the County. The work has been delayed due to the pandemic but will be completed by 2022.

² PGA will survey Oregonians in 2023, after the County brand identity has been created and established in written and verbal communications.

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

At the end of July 2020, PGA implemented an updated 2020 Performance Clackamas Plan that includes new/updated performance measures. Most of these measures vary significantly from the 2016 Performance Clackamas Plan and the tracking metrics are still being developed.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
General Fund Support	-	-	-	-	70,000	70,000	-
Operating Revenue	-	-	-	-	70,000	70,000	-
Total Revenue	-	-	-	-	70,000	70,000	-
Materials & Services	-	-	-	-	70,000	70,000	-
Operating Expense	-	-	-	-	70,000	70,000	-
Total Expense	-	-	-	-	70,000	70,000	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

This is a new program created in PGA's FY20-21 MFR.

General Fund request includes transfer of non-departmental fund contract from County Administration with Summit Strategies to the PGA budget for approximately \$110k and also an increase in the Personnel Budget for COLAs and benefits for approximately \$62k.



Communications, Engagement & Advocacy

Communications & Community Engagement

Purpose Statement

The purpose of the Communication and Community Engagement Program is to provide multimedia outreach, information, consultation, and coordination services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials so they can equitably access services, influence public policy, build connection and trust with their government, and impact the future of their community.

Performance Narrative Statement

The Communications & Community Engagement Program adopted a budget of \$3,744,103. This is a 12.34% increase due to the new ClackCo Magazine, Equity, Diversity and Inclusion trainings, and increased community engagement services to the public like Zoom licenses for the Hamlets and CPOs. The resources in this program also provide strategic outreach and information, engagement, consultation and coordination services to internal and external customers.

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
	Result % of residents surveyed report that they are engaged with county government ¹	28%	34%	Tracking separately	Tracking separately	Tracking separately
	Result % of residents surveyed report that they are aware of services provided by the county ¹	63%	64%	Tracking separately	Tracking separately	Tracking separately
	Result % increase in social media followers (e.g., Facebook and Twitter) ¹	13%	14%	Tracking separately	Tracking separately	Tracking separately
	Result % of press releases result in external coverage ¹	34%	36%	Tracking separately	Tracking separately	Tracking separately
	Output # videos requested and provided ¹	314	299	Tracking separately	Tracking separately	Tracking separately
	Result By 2022, PGA has provided training to 50% of all County departments in community engagement standards based on established guidelines	New Measure added FY 2020/2021		n/a	n/a	n/a
	Result By 2024, in partnership with the Office of Equity and Inclusion, establish standards for creating diverse and inclusive advisory boards and commission based on the County's established equity lens	New Measure added FY 2020/2021		n/a	n/a	n/a
	Results % communication plans include public engagement input consistent with community engagement standards	New Measure added FY 2020/2021		100%	15%	100%
	Results % core products will be provided in multiple languages	New Measure added FY 2020/2021		0%	5%	0%
	Outputs # web pages converted to reflect plain language and ADA accessibility standards annually	New Measure added FY 2020/2021		0	0	0

¹ The first five results/outputs listed above are from PGA's 2016 MFR Plan. These results did not carry forward to PGA's new 2020 MFR Plan but PGA is tracking the data separately.

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

At the end of July 2020, PGA implemented an updated 2020 Performance Clackamas Plan that includes new/updated performance measures. Most of these measures vary significantly from the 2016 Performance Clackamas Plan and the tracking metrics are still being developed.



Communications, Engagement & Advocacy Line of Business

Communications and Community Engagement

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,382,471	75,000	-	-	-	-	-
Federal, State, Local, All other Gifts & Donations	-	233,153	-	139,525	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	677,326	1,419,854	981,249	1,377,696	1,300,919	319,670	33%
All Other Revenue Resources	1,253,970	1,410,871	1,871,195	1,882,802	1,786,703	(84,492)	-5%
General Fund Support		98,227	480,398	-	656,481	176,083	37%
Operating Revenue	1,931,296	3,162,105	3,332,842	3,400,023	3,744,103	411,261	12%
Total Revenue	3,313,767	3,237,105	3,332,842	3,400,023	3,744,103	411,261	12%
Personnel Services	2,016,762	2,303,110	2,381,932	2,435,385	2,476,456	94,524	4%
Materials & Services	1,037,198	1,109,698	937,160	873,454	1,256,647	319,487	34%
Operating Expense	3,053,960	3,412,808	3,319,092	3,308,839	3,733,103	411,261	12%
Special Payments	8,060	6,278	13,750	6,500	11,000	(2,750)	-20%
Total Expense	3,062,021	3,419,085	3,332,842	3,315,339	3,744,103	411,261	12%
Revenues Less Expenses	251,746	(181,980)	-	84,684	-		

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Reasons for % Changes from Prior Year Budget:

Revenue = 31.26% increase primarily due to Finance request to add all allocated costs revenue to this program. In the past, the allocated cost revenue was split between PGA's three programs.

Expenditures = 12.34% increase primarily due to new ClackCo Magazine printing and mailing costs, community engagement, EDI training, and personnel costs.

General Fund request includes transfer of non-departmental fund contract from County Administration with Summit Strategies to the PGA budget for approximately \$110k and also an increase in the Personnel Budget for COLAs and benefits for approximately \$62k.



Communications, Engagement & Advocacy




Government and External Relations

Purpose Statement

The purpose of the Government and External Relations Program is to provide public policy analysis, development, coordination, and advocacy services to the Board of Commissioners, and other countywide elected officials, in collaboration with Performance Partners, so they can achieve their policy priorities and the people of Clackamas County can thrive.

Performance Narrative Statement

The Government Affairs Program adopted a budget of \$638,300. This is a 36% increase primarily due to the decision made by Finance to move a large government lobbying contract from non-D to PGA. The resources in this program provide intergovernmental connections and relationship building, strategic policy development and messaging, legislative, advocacy and outreach services to our internal and external customers.

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
 Result	By 2024, Engagement (increased partnership and alignment) with cities and agencies within Clackamas County will improve by 50%		New Measure added FY 2020/2021	0%	5%	50%
 Result	% state policy objectives achieved		New Measure added FY 2020/2021	70%	0%	70%
 Result	% improvement in federal, state, regional, and local partners in identifying the County as a key strategic business partner		New Measure added FY 2020/2021	50%	0%	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 21/22.

Performance Narratives

At the end of July 2020, PGA implemented an updated 2020 Performance Clackamas Plan that includes new/updated performance measures. Most of these measures vary significantly from the 2016 Performance Clackamas Plan and the tracking metrics are still being developed.



Communications, Engagement & Advocacy Line of Business

Government and External Relations

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	532,423	300,445	-	65,657	61,678	61,678	-
Federal, State, Local, All Other Gifts & Donations	60,000	28,933	-	16,251	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	109,216	-	-	(109,216)	-100%
All Other Revenue Resources	517,120	451,435	294,287	299,394	466,490	172,203	59%
General Fund Support	-	-	65,940	112,463	110,132	44,192	67%
Operating Revenue	577,120	480,368	469,443	428,108	576,622	107,179	23%
Total Revenue	1,109,543	780,813	469,443	493,765	638,300	168,857	36%
Personnel Services	321,765	348,180	359,915	359,654	372,910	12,995	4%
Materials & Services	453,994	361,029	109,528	72,433	207,693	98,165	90%
Special Payments	-	-	-	-	57,698	57,698	-
Operating Expense	775,759	709,209	469,443	432,087	638,300	168,858	36%
Total Expense	775,759	709,209	469,443	432,087	638,300	168,858	36%
Revenues Less Expenses	333,784	71,604	-	61,678	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Reasons for % Changes from Prior Year Budget:

Revenue = 58.2% increase due to the addition of the Summit Strategies government contract that was moved from non-D to PGA.

Expenditures = 36% increase due to the addition of the Summit Strategies government contract that was moved from non-D to PGA.

General Fund request includes transfer of non-departmental fund contract from County Administration with Summit Strategies to the PGA budget for approximately \$110k and also an increase in the Personnel Budget for COLAs and benefits for approximately \$62k.

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Technology Services

David Devore, Interim Director

**121 Library Court
Oregon City, Oregon 97045
503-655-8322**

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



Department Mission

PURPOSE STATEMENT: 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 (18)

Dave Devore - Director

FTE 55

Total Adopted \$ 21,342,372

General Fund Support \$ -

<p>Administration</p> <p>Dave Devore - Dir Total Adopted \$1,477,179</p> <p>Gen Fund \$ -</p>	<p>Applications</p> <p>Andrea Morrill - Mgr Mike Marvin - Mgr Total Adopted \$5,156,757</p> <p>Gen Fund \$ -</p>	<p>Technical Services</p> <p>Chris Fricke - Mgr Total Adopted \$8,246,307</p> <p>Gen Fund \$ -</p>	<p>Communication Services</p> <p>Ron Sandner - Mgr Total Adopted \$6,462,129</p> <p>Gen Fund \$ -</p>
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<p>Executive Leadership & Administration</p> <p>FTE 5.0 Total Adopted \$1,477,179</p> <p>Gen Fund \$ -</p>	<p>Business Systems</p> <p>FTE 4.0 Total Adopted \$1,545,731</p> <p>Gen Fund \$ -</p>	<p>Network Services</p> <p>FTE 3.0 Total Adopted \$1,465,072</p> <p>Gen Fund \$ -</p>	<p>Telecommunication Services</p> <p>FTE 6.0 Total Adopted \$3,836,695</p> <p>Gen Fund \$ -</p>
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<p>County Wide Applications</p> <p>FTE 8.0 Total Adopted \$1,885,579</p> <p>Gen Fund \$ -</p>	<p>Technical Services</p> <p>FTE 16.0 Total Adopted \$6,781,235</p> <p>Gen Fund \$ -</p>	<p>Clackamas Broadband eXchange</p> <p>FTE 5.00 Total Adopted \$2,625,434</p> <p>Gen Fund \$ -</p>
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<p>Departmental Applications</p> <p>FTE 3.0 Total Adopted \$582,491</p> <p>Gen Fund \$ -</p>

<p>Geographic Information (GIS)</p> <p>FTE 5.0 Total Adopted \$1,142,956</p> <p>Gen Fund \$ -</p>
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Technology Services (18)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	FTE	Technology Services Fund (747)	Clackamas Broadband Utility Fund (602)	Total Adopted Budget	General Fund Support Included in Adopted Budget**
Administration					
Executive Leadership & Administration	5.0	1,477,179		1,477,179	
Applications					
Business Systems	4.0	1,545,731		1,545,731	
County Wide Applications	8.0	1,885,579		1,885,579	
Departmental Applications	3.0	582,491		582,491	
Geographic Information (GIS)	5.0	1,142,956		1,142,956	
Technical Services					
Network Services	3.0	1,465,072		1,465,072	
Technical Operations	16.0	6,781,235		6,781,235	
Communication Services					
Telecommunication Services	6.0	3,836,695		3,836,695	
Clackamas Broadband eXchange	5.0		2,625,434	2,625,434	
TOTAL	55.0	\$ 18,716,938	\$ 2,625,434	\$ 21,342,372	
FY 20/21 Budget (Amended)	56.0	\$ 23,553,244	\$ 2,900,986	\$ 26,454,230	
\$ Increase (Decrease)	-1.0	\$ (4,836,306)	\$ (275,552)	\$ (5,111,858)	
% Increase (Decrease)	-1.8%	-20.5%	-9.5%	-19.3%	

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



Administration

Executive Leadership & Administration

Purpose Statement

The purpose of the Technology Services Office (TS) 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.

The Office of the Director Program proposes a budget of \$1,756,830, a decrease of \$97,826 from current funding levels (mainly due to a supplemental adjustment in FY18-19 that is not carried forward into FY19-20). 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.

Performance Narrative


The Executive Leadership & Administration Program adopted a budget of \$1,477,179.

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 FY21-22 planned priority projects include:

- Continue implementing Technology Services 2019 Performance Clackamas Plan including key objectives:
 - Completion of Technology Services Strategic Plan, help develop and integrate Departments' Strategic Plans
 - Continue to expand utilization of TS Business Analyst and Department Business Teams
 - Automate and track new Technology Services MFR Metrics including analytics in OpenGov
 - Expand the role of TS in Departmental Business design and decision making for use of technology
 - Implement County Wide initiative to create efficient business workflows to resolve business requirements.
- Coordinate with County Administration on the Red Soils Master Plan for required facilities and services
- Continue to move Technology services into hybrid services models with combination on premise and hosted services including Microsoft 365, Applications, Data Storage and COOP services.
- Implement new and advanced security measures, monitoring, training, policy, data governance and enforcement
- Adapt the TS Funding model as required to utilize Outcome based budgeting and utilization models.

** Key Performance Measures

		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 03/01/21	FY 21-22 Target
 Result	Technology Services will develop, and maintain, a County Technology Strategic Plan that covers Technology Services and Initiatives.	~50 % *1	100%	~ 60%	100%
Result	% of staff with documented professional and technical training plan	98% *2	100%	~ 50%	100%
Efficiency	Total estimated annual donated actual value for Technology for Teaching	\$20,200 *3	\$30,000	\$19,510	\$35,000

Program includes:

Mandated Services No

Shared Services No

Grant Funding No

Explanation ** Technology Services recently updated 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 continue to be integrated into the Budget / Business Plan over the next year.

*1 Due to events of 2020/21, delays have occurred in the Strategic Plan and working with departments, process is scaling up for end of FY20-21 into beginning of FY21-22.

*2 Due to events of 2020/21, Performance Reviews are behind but almost caught up.

*3 Due to COVID, T2 was temporarily put on hold as most of the gear was repurposed to County remote use, as gear comes back the program is ramping up again.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	856,054	725,486	371,000	398,063	77,000	(294,000)	-79.2%
Federal, State, Local, All Other Gifts & Donations	-	119	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,288,110	1,476,832	1,490,668	1,490,668	1,400,179	(90,489)	-6.1%
All Other Revenue Resources	73,864	70,305	-	60,000	-	-	-
Operating Revenue	1,361,974	1,547,256	1,490,668	1,550,668	1,400,179	(90,489)	-6.1%
Total Revenue	2,218,028	2,272,742	1,861,668	1,948,731	1,477,179	(384,489)	-20.7%
Personnel Services	991,433	970,537	1,002,636	1,045,466	951,115	(51,521)	-5.1%
Materials & Services	611,040	433,011	1,248,849	596,265	526,064	(722,785)	-57.9%
Operating Expense	1,602,473	1,403,548	2,251,485	1,641,731	1,477,179	(774,306)	-34.4%
Transfers	-	-	-	230,000	-	-	-
Contingency	-	-	230,000	-	-	(230,000)	-100.0%
Total Expense	1,602,473	1,403,548	2,481,485	1,871,731	1,477,179	(1,004,306)	-40.5%
Revenues Less Expenses	615,555	869,194	(619,817)	77,000	-	619,817	

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*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

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 \$1,545,731. 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:

- Complete the PeopleSoft Finance & HRIS Upgrades including Time & Labor, AR / AP and Cost Accounting.
- Complete migration of Finance Systems (~ 400+) to new restructured Chart of Accounts
- Conversion to new Benefits Model and associated systems.
- Assist as required in the implementation of Equal Pay Act and required reporting,
- Continue to implement new OpenGov Budget System including MFR Measures and Outcome Based Budgeting

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 03/01/21	FY 21-22 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)	99.65%	100%	99.03%	99+%
Efficiency	\$ Estimated program Adopted expenditure per power user per system w/o maintenance costs.				
	- Finance System @ 695 users (*1)	4,832.43	4,600.00	3,858.98	1,387.79
	- HR System @ 176 users	7,141.26	7,000.00	5,702.72	5,480.20
	- HR ESS Self Service @ 2472 users (*2)	457.45	450.00	365.30	390.18

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.

*1 - Due to change in Finance usage workflow, user count went up from 266 to 695 causing calculated reduction in cost per user.

*2 - Due to cleanup of old account, HR ESS access counts went down from 2810 causing calculated increase in cost per user.



Applications
Business Systems

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,000	245,603	341,325	677,183	6,000	(335,325)	-98.2%
Charges, Fees, License, Permits, Fines, Assessments	2,136,959	1,842,331	1,604,561	1,604,561	1,539,731	(64,830)	-4.0%
Operating Revenue	2,136,959	1,842,331	1,604,561	1,604,561	1,539,731	(64,830)	-4.0%
Total Revenue	2,137,959	2,087,934	1,945,886	2,281,744	1,545,731	(400,155)	-20.6%
Personnel Services	899,142	789,211	692,661	732,500	712,660	19,999	2.9%
Materials & Services	975,237	671,360	1,118,425	1,028,622	833,071	(285,354)	-25.5%
Capital Outlay	1,174	-	-	-	-	-	-
Operating Expense	1,875,553	1,460,571	1,811,086	1,761,122	1,545,731	(265,355)	-14.7%
Transfer	-	-	514,622	514,622	-	(514,622)	-100.0%
Total Expense	1,875,553	1,460,571	2,325,708	2,275,744	1,545,731	(779,977)	-33.5%
Revenues Less Expenses	262,406	627,363	(379,822)	6,000	-	379,822	

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*FY20-21 Transfer of MFR Coordinator to Administration. Will be reflected as a reduction in FY21-22



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 \$1,885,579. These resources will provide a continuation of analysis, development and support of applications and data systems 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 and GIS).

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 are under review as the future of applications development is evolving to meet the changing needs of the County.

Some priority projects include :

- Coordinate with Public & Government Affairs on the continued expansion / upgrades to the County Internet and Intranet sites to provide additional functionality, information and services.
- Expanding development technologies to include hybrid services integration with 365 and SharePoint
- 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.
- Replace the aging Application Extender system with Alfresco / SharePoint. Includes the development of new workflow solutions and e-signatures to move the County to a more efficient paperless environment.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 03/01/21	FY 21-22 Target
Result	% of developed applications that meet customer requirements. (Survey)	94%	95%	98.00%	95%
Demand	# of Software Evaluation Group (SEG) requests for evaluation	25	30	32	30
Efficiency	\$ Average program expenditure per supported application w/o maintenance or Prof Services (~ 75 apps) (*1)	\$25,144	\$24,500	\$22,154	\$24,000

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.
 > For FY21-22, additional professional services to assist in AX Migration
 *1 Estimated 75 large supported applications, may adjust this to better define service level



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	131,000	51,900	1,120,817	973	1,000	(1,119,817)	-99.9%
Federal, State, Local, All Other Gifts & Donations		9,498	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,874,009	2,141,810	1,754,529	1,803,851	1,884,579	130,050	7.4%
All Other Revenue Resources	70,470	-	-	-	-	-	-
Operating Revenue	1,944,479	2,151,308	1,754,529	1,803,851	1,884,579	130,050	7.4%
Total Revenue	2,075,479	2,203,208	2,875,346	1,804,824	1,885,579	(989,767)	-34.4%
Personnel Services	1,366,918	1,210,919	1,319,856	1,280,067	1,468,159	148,303	11.2%
Materials & Services	433,678	394,097	496,673	523,757	417,420	(79,253)	-16.0%
Operating Expense	1,800,596	1,605,016	1,816,529	1,803,824	1,885,579	69,050	3.8%
Total Expense	1,800,596	1,605,016	1,816,529	1,803,824	1,885,579	69,050	3.8%
Revenues Less Expenses	274,883	598,192	1,058,817	1,000	-	(1,058,817)	

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*In FY19-20, a senior developer retired. In line with the 2019 TS Performance Clackamas Plan, the position was reclassified to the first TS Business Analyst with the task of facilitating communications between TS/Departments and integrating the TS/Departmental Strategic Plans.

*In FY20-21, 1 FTE was cut from the Web Development Team

*For FY21-22, additional professional services to assist in AX Migration



Applications

Departmental 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 \$582,491. 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, continue to work with DTD to implement new E-Permitting applications to create new online permitting services and capability. Expand online services to customers and agencies.
- Continue to work with Health Department on phase out of Cerner and additional e-Medicine options for clients.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 03/01/21	FY 21-22 Target
Result	Estimated % Uptime for major supported systems (w/o upgrades or emergencies)	99.50%	99.80%	99.50%	99.80%
Output	# Major supported departmental applications / Reports with dedicated technical staff	25	25	26	28
Efficiency	Estimated annual adopted support costs per major departmental application (*1) (w/o Capital / Reserves / Maintenance costs)	\$28,418	\$29,000	\$27,940	\$28,557

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation *1 Estimated # of larger supported (Non-Enterprise, Non-ERP) departmental applications. May adjust this to better define service levels.



Applications

Departmental Applications

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	3,000	1,000	1,000	20,973	1,000	-	0.0%
Federal, State, Local, All Other Gifts & Donations	-	91,643	-	-	581,491	581,491	-
Charges, Fees, License, Permits, Fines, Assessments	775,429	1,136,674	565,456	565,456	-	(565,456)	-100.0%
Operating Revenue	775,429	1,228,317	565,456	565,456	581,491	16,035	2.8%
Total Revenue	778,429	1,229,317	566,456	586,429	582,491	16,035	2.8%
Personnel Services	313,574	412,266	450,812	468,700	470,333	19,521	4.3%
Materials & Services	92,554	198,257	265,644	116,729	112,158	(153,486)	-57.8%
Capital Outlay	133,435	683,000	200,000	-	-	(200,000)	-100.0%
Operating Expense	539,563	1,293,523	916,456	585,429	582,491	(333,965)	-36.4%
Total Expense	539,563	1,293,523	916,456	585,429	582,491	(333,965)	-36.4%
Revenues Less Expenses	238,866	(64,206)	(350,000)	1,000	-	350,000	

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*In FY18-19, a new dedicated FTE for DTD was created paid via allocation directly to DTD. This is a high level coordinator position.



Applications

Geographic Information (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 \$1,142,956. 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.
- Phased rollout of new ESRI Desktop User Portal tools to increase services directly available to staff
- Cleanup of the 20 year ORMAP Project with State of Oregon to cleanup and align tax lots
- Expanded utilization and availability of GIS / Tax lot information for public use and services

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 03/01/21	FY 21-22 Target
Output	Estimated # GIS Data Layers Supported	98	98	100	102
 Result	% of GIS projects completed that meet customer requirements (survey)	99%	99%	100%	99%
Efficiency	\$ Program expenditure per GIS data layer supported w/o maintenance (Adopted)	\$12,704	\$13,000	\$13,073	\$10,911

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation > For FY21-22 Dropped a retired TS manager position from the GIS Funding



Applications

Geographic Information (GIS)

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	90,000	10,000	1,839,521	425,254	51,000	(1,788,521)	-97.2%
Federal, State, Local, All Other Gifts & Donations	89,000	83,060	35,000	3,200	35,000	-	0%
Charges, Fees, License, Permits, Fines, Assessments	1,148,941	1,318,310	1,219,389	1,259,389	1,023,956	(195,433)	-16.0%
All Other Revenue Resources	50,100	24,894	33,000	5,000	33,000	-	0%
Other Interfund Transfers	35,000	-	-	-	-	-	-
Operating Revenue	1,323,041	1,426,264	1,287,389	1,267,589	1,091,956	(195,433)	-15.2%
Total Revenue	1,413,041	1,436,264	3,126,910	1,692,843	1,142,956	(1,983,954)	-63.4%
Personnel Services	996,100	1,163,269	1,055,078	1,347,748	844,651	(210,427)	-19.9%
Materials & Services	227,831	267,872	341,031	294,095	298,305	(42,726)	-12.5%
Operating Expense	1,223,931	1,431,141	1,396,109	1,641,843	1,142,956	(253,153)	-18.1%
Total Expense	1,223,931	1,431,141	1,396,109	1,641,843	1,142,956	(253,153)	-18.1%
Revenues Less Expenses	189,110	5,123	1,730,801	51,000	-	(1,730,801)	

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*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 FY21-22 the GIS / Applications Manager retired and the position was dropped. Internal staff were promoted to fill the role.



Technical Services

Network Services

Purpose Statement

The purpose of the Network Services program is to provide network architecture, infrastructure, wireless, internet, security 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 \$1,465,072. 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:

- Completion of new County network for increased performance, replace aging equipment, and new CJIS regulations.
- Continue to deploy new / enhanced security measures to protect County data and crucial services.
- Installation of new building and relocations networks as required.
- Implement new more advanced Web filter / SPAM / Firewall equipment and services.
- Enhance mobile / remote services including new options and cloud services.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 03/01/21	FY 21-22 Target
Result	% of days where all core networking infrastructure is operational (excluding scheduled maintenance)	99.90%	99.90%	99.90%	99.90%
Output (*1)	# Allocated supported connected devices (PC / Printers / Scanners / Laptops / CCTV) (w/o Smart phones or switches)	4,347	4,400	4,865	5,070
Efficiency	Estimated annual Proposed program expenditure per allocated device (w/o Capital / Communications / Maint costs)	\$174.56	~ \$190.00	\$186.08	~\$200

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 projects; beta-test of switches, multi-year maintenance agreements, new internet routers
 > The amended budget of FY20-21 included an increase of \$75,800 for funding of new network equipment maintenance.
 > The budget increase for FY21-22 included coverage of new maintenance contracts for Web filter, new SPAM filter, additional core router maintenance and network monitoring.
 *1 - Due to COVID and large number of telecommuting devices, the FY20-21 and FY21-22 counts went up more than planned, it is expected they will come back down by FY22-23.



Technical Services

Network Services

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	177,000	367,684	482,622	122,521	42,000	(440,622)	-91.3%
Federal, State, Local, All Other Gifts & Donations	1,024,783	957,317	1,126,053	1,126,053	1,373,072	247,019	21.9%
All Other Revenue Resources	50,000	50,000	50,000	50,000	50,000	-	0%
Operating Revenue	1,074,783	1,007,317	1,176,053	1,176,053	1,423,072	247,019	21.0%
Total Revenue	1,251,783	1,375,001	1,658,675	1,298,574	1,465,072	(193,603)	-11.7%
Personnel Services	584,955	506,748	610,792	616,000	623,888	13,096	2.1%
Materials & Services	207,657	378,766	747,061	640,574	841,184	94,123	12.6%
Operating Expense	792,612	885,514	1,357,853	1,256,574	1,465,072	107,219	7.9%
Total Expense	792,612	885,514	1,357,853	1,256,574	1,465,072	107,219	7.9%
Revenues Less Expenses	459,171	489,487	300,822	42,000	-	(300,822)	

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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, security, mobility, technology procurement, overall infrastructure support and call center services to County staff to effectively utilize County technology in support of their business requirements and services.

Performance Narrative

The Technical Services Program adopted a budget of \$6,781,235.
 The allocation is flat and allocation rates reduced due to the roll of remaining capital into fund balance for FY21-22.
 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:

- Complete implementation of the major network remodel to include new performance and CJIS Security standards
- Expand Virtual Services / Server Farms to be more fault tolerant, enhanced performance capabilities.
- Complete implementation and rollout of Microsoft 365 Cloud services including Teams & SharePoint
- Implement Enterprise wide Multi-Factor Authentication and security model
- Implement and enhance the technical support for County Telecommuting Policy and services
- Expand County hybrid services model, review options to leverage cloud services where appropriate
- Integrate enhanced and automated MFR metrics to align with County Outcome based budgeting initiatives.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 03/01/21	FY 21-22 Target
Output	# of Call Center Resolutions (Technical / Systems / Network Support)	11,424	11,000	16749 (*3)	14,000
Efficiency	Estimated annual Call Center / Systems adopted operating costs per allocated user (w/o Capital / Reserves / Maintenance costs)	2,815 @ \$1,330.34	\$1,396	2,795 @ \$1,332.04	2,678 @ \$1,423.74 (*1)
Efficiency	\$ allocated costs per PC (tier 1) (Goal <= 5% increase)	\$2,185.92 1.79 %	< \$2,295.21 < 5%	\$2,079.04 - 4.89 %	\$1,848.54 - 11.09 % (*2)

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation The large fund balance roll each FY are to carry forward the build up of capital reserves to fund the replacement of equipment on a scheduled basis without cyclic adjustments to allocation. Reserves are spend as scheduled to replace planned equipment.

*1 - The projected increase per user cost is due to increased / additional maintenance costs and cleanup of old accounts resulting in account count reduction.

*2 - The large cost reduction in the PC allocation is a temporary reaction to COVID with a large increase in PC counts and the one time waving of many COVID PC allocations.

*3 - The increase in call tickets is due to COVID & Telecommute support, the expected actual total will be higher, still high in 21-22 but expected to be less than FY20-21.



Technical Services

Technical Operations

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	2,588,958	3,392,096	1,406,994	3,769,310	1,292,958	-114,036	-8.1%
Charges, Fees, License, Permits, Fines, Assessments	4,971,782	5,261,202	5,530,198	5,531,958	5,488,277	(41,921)	-0.8%
Operating Revenue	4,971,782	5,261,202	5,530,198	5,531,958	5,488,277	(41,921)	-0.8%
Total Revenue	7,560,740	8,653,298	6,937,192	9,301,268	6,781,235	(155,957)	-2.2%
Personnel Services	2,730,718	2,832,326	2,958,202	3,083,770	3,035,353	77,151	2.6%
Materials & Services	1,782,863	2,026,567	2,953,312	2,740,391	2,523,924	(429,388)	-14.5%
Capital Outlay	293,383	905,276	2,159,521	2,184,149	545,000	(1,614,521)	-74.8%
Operating Expense	4,806,964	5,764,169	8,071,035	8,008,310	6,104,277	(1,966,758)	-24.4%
Reserve for Future Expenditures	-	-	306,958	-	376,958	70,000	22.8%
Contingency	-	-	300,000	-	300,000	-	0%
Total Expense	4,806,964	5,764,169	8,677,993	8,008,310	6,781,235	(1,896,758)	-21.9%
Revenues Less Expenses	2,753,776	2,889,129	-1,740,801	1,292,958	-	1,740,801	

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*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 \$2,571,549. This was primarily as part of the capital reserve build for the network and systems replacement as planned for the TS Data Centers. The Capital reserve buildup will continue but with a smaller roll in FY21-22.



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 \$3,836,695. 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.
- Complete the install of the Alertus Alert System in DSB / PSB and begin design for rest of the County.
- Assist in the planning and implementation of the County Telecommuting Plan to ensure reliability, cost control and effective communications regardless of staff location
- Assist with the technology design of the new County buildings such as the Courthouse.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 03/01/21	FY 21-22 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	2.12	2.00	4.83 (*1)	2.00 (*2)
Efficiency	Estimated annual \$ savings for County by utilizing Telecom work orders versus industry average	\$254,020	\$250,000	343980 (*3)	\$273,000

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.
 > The FY20-21 amended budget increase (\$746,786) as capital reserve roll to procure planned new CCTV video storage and phone switch upgrades.
 *1 - The increased response time is due to large increase in COVID related requests, the wildfire and weather issues. Also the disperse support area with most staff offsite.
 *2 - It is expected that once the COVID emergency is over and telecommuting is more onsite, the response times should become back to more normal times.
 *3 - The large savings increase is due to the large increase of COVID related requests and other work orders for this period.



Communications Services

Telecommunication Services

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,492,099	1,820,789	1,657,001	1,657,839	695,981	(961,020)	-58.0%
Charges, Fees, License, Permits, Fines	2,852,283	3,008,709	2,924,110	2,932,644	3,140,714	216,604	7.4%
Federal, State, Local, All other Donations	-	1,228	-	-	-	-	0%
All other Revenue Resources	24,590	23,394	-	16,289	-	-	0%
Operating Revenue	2,876,873	3,033,331	2,924,110	2,948,933	3,140,714	216,604	7.4%
Total Revenue	4,368,972	4,854,120	4,581,111	4,606,772	3,836,695	(744,416)	-16.2%
Personnel Services	836,687	932,412	1,067,730	1,075,567	1,126,493	58,763	5.5%
Materials & Services	1,655,608	1,763,071	2,232,738	2,225,224	2,110,202	(122,536)	-5.5%
Capital Outlay	55,888	500,797	1,280,643	610,000	600,000	(680,643)	-53.1%
Operating Expense	2,548,183	3,196,280	4,581,111	3,910,791	3,836,695	(744,416)	-16.2%
Total Expense	2,548,183	3,196,280	4,581,111	3,910,791	3,836,695	(744,416)	-16.2%
Revenues Less Expenses	1,820,789	1,657,840	-	695,981	-	-	

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*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

Clackamas Broadband eXchange

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 \$2,625,434. 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:

- Complete the enhanced Business Plan and obtain approval. Begin to implement recommendations of Business Plan.
- Continue to expand the fiber infrastructure and add additional customers.
- Complete connection and lease of fiber of the Denver connection as backup connectivity for ISP customers.
- Implement additional ISP Partnership projects as opportunities are available, especially in under-served areas.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 03/01/21	FY 21-22 Target
 Result	\$ Annual estimated savings for public institutions utilizing CBX (includes redundant connections)	\$1,375,000	\$1,550,000	\$1,650,000	\$1,678,200
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%	99.99%	100.00%
Efficiency	\$ Average estimated program expenditure per mile of fiber supported w/o construction costs.	265 miles @ \$3,146	350 miles @ \$3,000	348 miles @ \$2,948	358 miles @ \$4,160 (*1)

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation *1 - Increase due to additional construction staff to do most of the repairs / builds. Since this metric does not include repair or constructing costs, savings of staff over contractors is not reflected. Additional metrics to track these savings will be added in FY21-22.



Communications Services

Clackamas Broadband eXchange

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	313,589	368,049	761,786	721,496	156,434	(605,352)	-79.5%
Federal, State, Local, All Other Gifts & Donations	1,299,627	1,915,663	2,100,000	2,037,792	2,425,000	325,000	15.5%
All Other Revenue Resources	40,472	41,640	39,200	43,000	44,000	4,800	12.2%
Operating Revenue	1,340,099	1,957,303	2,139,200	2,080,792	2,469,000	329,800	15.4%
Total Revenue	1,653,688	2,325,352	2,900,986	2,802,288	2,625,434	(275,552)	-9.5%
Personnel Services	353,302	389,457	613,794	609,220	772,282	158,488	25.8%
Materials & Services	360,619	488,386	810,429	782,074	677,170	(133,259)	-16.4%
Capital Outlay	527,136	694,435	1,337,763	1,215,560	1,063,896	(273,867)	-20.5%
Operating Expense	1,241,057	1,572,278	2,761,986	2,606,854	2,513,348	(248,638)	-9.0%
Special Payments	44,581	31,577	39,000	39,000	40,000	1,000	2.6%
Contingency	-	-	100,000	-	72,086	(27,914)	-27.9%
Total Expense	1,285,638	1,603,855	2,900,986	2,645,854	2,625,434	(275,552)	-9.5%
Revenues Less Expenses	368,050	721,497	-	156,434	-	-	

Significant Issues and Changes

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

*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.

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Treasurer

Brian Nava, County Treasurer

**2051 Kaen Road
430**

**Oregon City, Oregon 97045
503-742-5990**

Website Address: <http://www.clackamas.us/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, offices and departments of Clackamas County so they can efficiently and effectively provide services to their customers.

Treasurer's Office (19)	
Brian Nava, County Treasurer	
FTE 7.0	
Total Adopted	\$1,331,970
General Fund Support	\$1,004,470

Treasury
Brian Nava - Elected
FTE 5.0
Total Adopted
\$998,076
Gen Fund \$ 670,576

Internal Audit
Brian Nava - Elected
FTE 5.0
Total Adopted
\$333,894
Gen Fund \$ 333,984

Treasury Services
Brian Nava - Elected
FTE 5.0
Total Adopted
\$998,076
Gen Fund \$ 670,576

Internal Audit Services
Brian Nava - Administrator
FTE 2.0
Total Adopted
\$333,894
Gen Fund \$ 333,984



Office of the County Treasurer (19)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 21/22	FY 21/22	FY 21/22	FY 21/22 General Fund Support Included in Adopted Budget**
<i>Program</i>	<i>Prog #</i>	FTE	General Fund	Total Adopted Budget	
Treasury					
Treasury	190101	5.0	998,076	998,076	670,576
Internal Audit					
Internal Audit	190202	2.0	333,894	333,894	333,894
TOTAL		7.0	1,331,970	1,331,970	1,004,470
<i>FY 20-21 Budget</i>		7.0	1,115,170	1,115,170	812,670
<i>\$ Increase (Decrease)</i>		0.00	216,800	216,800	191,800
<i>% Increase (Decrease)</i>		0.00%	19.44%	19.44%	23.60%

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



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, offices 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual	FY 21-22 Target
Result	% of identified cash handlers that received cash controls training.	N/A Note 1	N/A Note 1	90%	39 trained to date	90%
Result	% of accurate deposit summaries are processed within 4 business days.	N/A Note 1	N/A Note 1	95%	100%	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	95% and 100%	100% and 100%	95% and 100%
Result	% of fraudulent checks denied.	N/A Note 1	N/A Note 1	100%	100%	100%
Result	% of tax distributions done timely, in accordance with the law, to the over 130 taxing districts in Clackamas County.	N/A Note 1	N/A Note 1	100%	100%	100%
Result	% of County funds being in qualified depositories or adequately collateralized in accordance with law.	N/A Note 1	N/A Note 1	100%	100%	100%
Output	# of deposit summaries posted (Fiscal Year, Quarter 3).	N/A Note 1	N/A Note 1	N/A Note 2	4394	N/A Note 2
Output	# of people receiving cash handling training.	N/A Note 1	N/A Note 1	N/A Note 2	39 trained to date	N/A Note 2
Output	# of bank reconciliations completed (Fiscal Year, Quarter 3)	N/A Note 1	N/A Note 1	N/A Note 2	54	N/A Note 2
Output	# of reoccurring EFT/ACH set-up (Fiscal Year)	N/A Note 1	N/A Note 1	N/A Note 2	30	N/A Note 2
Milestone	All organizations will have the ability to set up reoccurring EFT/ACH payments to the County.	N/A Note 1	N/A Note 1	2022	Complete	N/A Note 3
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	2021	Complete	N/A Note 3
Milestone	% of non-confidential information currently mailed will be available electronically or posted online.	N/A Note 1	N/A Note 1	2022	90%	2022
Note 1	<i>Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.</i>					
Note 2	<i>This is an output measure. There is no "Target" output related to this measure, it is designed for tracking and trend analysis purposes.</i>					
Note 3	<i>This is a milestone measure. The milestone was achieved, so there exists no future target for this measure.</i>					
Note 4	<i>For all Treasurer's Office Performance Clackamas results, view the webpage online being developed by County Administration. This will also provide additional notes and information related to these results.</i>					

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 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 be in jeopardy if cash management procedures by the Treasurer's Office were not complied with as outlined by the federal government and ORS. For example, 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.

Note: Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.



Treasury

Treasury Services Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	-	3,759	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	503,246	503,243	302,500	302,500	327,500	25,000	8%
General Fund Support	415,556	525,225	812,670	812,670	670,576	(142,094)	-17%
Operating Revenue	918,802	1,032,227	1,115,170	1,115,170	998,076	(117,094)	-11%
Total Revenue	918,802	1,032,227	1,115,170	1,115,170	998,076	(117,094)	-11%
Personnel Services	730,875	851,394	867,988	866,988	740,328	(127,660)	-15%
Materials & Services	187,927	180,832	247,182	248,182	257,748	10,566	4%
Operating Expense	918,802	1,032,227	1,115,170	1,115,170	998,076	(117,094)	-11%
Total Expense	918,802	1,032,227	1,115,170	1,115,170	998,076	(117,094)	-11%

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

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. Due to the upgrades in the County's budget software, performance clackamas/mfr software, financial management software and new chart of accounts, it was decided with the Budget team that the Internal Audit line of business and program would be split out in fiscal year 2021-2022, instead of fiscal year 2020-2021 as originally planned. As such, we will see a decrease in expenses in the Treasury program/line of business and an increase (from \$0.00) in the Internal Audit line of business/program.

Note: The Treasurer's Office, Internal Audit Line of Business, was approved to hire a Senior Internal Auditor in the beginning of CY 2021. We expect the position to be filled just prior to FYE 2021. This represents most of the increase in the Treasurer's Office budget.



Internal Audit

Internal Audit Services 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, offices 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual	FY 21-22 Target
Result	Develop a business case for a new staff internal auditor.	N/A Note 1	N/A Note 1	2021	2021	Complete
Result	Develop Internal Audit policies and procedures.	N/A Note 1	N/A Note 1	2021	75%	100%
Result	% of accepted audit recommendations that are implemented within 2 years.	N/A Note 1	N/A Note 1	50%	On target for 50%	90%
Result	% of audit plan that will be completed each calendar year.	N/A Note 1	N/A Note 1	90%	On target for 100%	90%
Output	# of audit reports issued (since IA inception).	N/A Note 1	N/A Note 1	N/A Note 2	10	N/A Note 2
Output	# of audit recommendations (since IA inception).	N/A Note 1	N/A Note 1	N/A Note 2	99	N/A Note 2
Output	# of reports made to the Good Government Hotline alleging fraud, waste and/or abuse (since hotline inception).	N/A Note 1	N/A Note 1	N/A Note 2	138	N/A Note 2
Milestone	Develop survey of consultation and assurance service recipients.	N/A Note 1	N/A Note 1	2021	2021	N/A Note 3
Milestone	Contract for peer review of Internal Audit.	N/A Note 1	N/A Note 1	2023	In progress	2023
Milestone	Research will be completed to determine if the Internal Audit function should be codified into County Code.	N/A Note 1	N/A Note 1	2021	2021	N/A Note 3
Milestone	Hire a new staff/senior auditor.	N/A Note 1	N/A Note 1	2022	In progress	2022
Note 1	<i>Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.</i>					
Note 2	<i>This is an output measure. There is no "Target" output related to this measure, it is designed for tracking and trend analysis purposes.</i>					
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Note 4	<i>For all Treasurer's Office Performance Clackamas results, view the webpage online being developed by County Administration. This will also provide additional notes and information related to these results.</i>					

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 within the Treasurer's Office, works with all county departments, offices, service districts, component units and more. See County Code 2.15 for more information.

Note: Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.



Internal Audit

Internal Audit Services Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
General Fund Support	-	-	-	-	333,894	333,894	-
Operating Revenue	-	-	-	-	333,894	333,894	-
Total Revenue	-	-	-	-	333,894	333,894	-
Personnel Services	-	-	-	-	319,471	319,471	-
Materials & Services	-	-	-	-	14,423	14,423	-
Operating Expense	-	-	-	-	333,894	333,894	-
Total Expense	-	-	-	-	333,894	333,894	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

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. Due to the upgrades in the County's budget software, performance clackamas/mfr software, financial management software and new chart of accounts, it was decided with the Budget team that the Internal Audit line of business and program would be split out in fiscal year 2021-2022, instead of fiscal year 2020-2021 as originally planned. As such, we will see a decrease in expenses in the Treasury program/line of business and an increase (from \$0.00) in the Internal Audit line of business/program.

Note: The Treasurer's Office, Internal Audit Line of Business, was approved to hire a Senior Internal Auditor in the beginning of CY 2021. We expect the position to be filled just prior to FYE 2021. This represents most of the increase in the Treasurer's Office budget.

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Emergency Communications

(Clackamas County 911)

Cheryl Bledsoe, Director

**2200 Kaen Road
Oregon City, Oregon 97045
503-655-8370**

Website Address: <http://clackamas911.org/>



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.

Clackamas 911 (CCOM)

Cheryl Bledsoe, Director

FTE 55.8

Total Adopted \$ 11,920,484

General Fund Support \$ -

Clackamas 911 Services

Cheryl Bledsoe

Total Adopted

\$11,920,484

Gen Fund \$0

Clackamas 911

Cheryl Bledsoe

Total Adopted

\$11,920,484

Gen Fund \$0



Clackamas 911 (CCOM) (20)

Department Budget Summary by Fund

Line of Business	FY 21/22		FY 21/22	FY 21/22	FY 21/22 General Fund Support Included in Adopted Budget**
	Program	Prog #	FTE	911 Center Fund	
Clackamas 911 Services					
Clackamas 911	200101	55.8	11,920,484	11,920,484	
TOTAL		55.8	11,920,484	11,920,484	
<i>FY 20/21 Budget</i>		53.8	12,026,777	12,026,777	
<i>\$ Increase (Decrease)</i>		2.0	(106,293)	(106,293)	
<i>% Increase (Decrease)</i>		3.7%	-0.9%	-0.9%	

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



Clackamas 911 Services

Clackamas 911

Purpose Statement

The purpose of the Clackamas 911 Services line of business is to provide professional call processing, dispatching, technical and administrative services to the public, businesses and government agencies so they can have expedited and efficient access to public safety resources for emergency, non-emergency and life-critical events.

Performance Narrative

CCOM call-takers and dispatchers will meet or exceed industry standard call processing and dispatching benchmarks regularly and will seek continuous service improvements, consistent with "best practice" 911 service delivery organizations.

Key Performance Measurers

		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	By 2021, CCOM will be staffed at least 95% of budgeted capacity	88%	95%	92%	95%
Output	By 2021, Clackamas County callers will experience 6 dedicated call-takers on duty 10 hours per day, 4 days per week	3	6	5	6
Output	By 2023, CCOM will enhance its in-house Quality Improvement program that evaluates customer service for 2% of our call volume	N/A	2%	1.50%	2%
Result	By 2025, CCOM call-takers and dispatchers will meet industry standard call processing benchmarks regularly for priority 1 Law calls (<= 105)	N/A	100%	64.06%	100%
Result	By 2025, CCOM call-takers and dispatchers will meet industry standard call processing benchmarks regularly for priority 1 Fire/EMS calls (<= 64)	N/A	100%	20.88%	100%
Result	By 2024, significant upgrades will be completed with computer, telephone and radio systems. The community will experience modern public communications equipment which position Public Safety agencies to expand with new technologies.	N/A	30%	30%	50%

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 C-COM provides mandated 911 call-taking services, per state ORS Chapter 403. C-COM/Clackamas County also serves as the fiscal agent for grant funds for regional 911 projects throughout the Portland metro area.



Clackamas 911 Services

Clackamas 911

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,620,732	1,737,546	2,050,388	1,473,385	1,429,401	(620,987)	-30.3%
Federal, State, Local, All Other Gifts & Donations	2,234,871	2,151,293	3,556,623	3,451,586	3,892,895	336,272	9.5%
Charges, Fees, License, Permits, Fines, Assessments	5,688,689	6,266,834	6,395,002	6,395,066	6,573,488	178,486	2.8%
All Other Revenue Resources	41,444	34,808	24,764	28,700	24,700	(64)	-0.3%
Operating Revenue	7,965,004	8,452,935	9,976,389	9,875,352	10,491,083	514,694	5.2%
Total Revenue	9,585,736	10,190,481	12,026,777	11,348,737	11,920,484	(106,293)	-0.9%
Personnel Services	6,465,439	7,318,725	8,275,490	7,950,622	8,694,967	419,477	5.1%
Materials & Services	685,347	867,385	1,211,321	972,590	1,092,692	(118,629)	-9.8%
Capital Outlay	5,689	245,384	20,000	7,500	20,000	-	0%
Operating Expense	7,156,475	8,431,494	9,506,811	8,930,712	9,807,659	300,848	3.2%
Special Payments	691,716	285,602	1,086,722	988,625	1,045,000	(41,722)	-3.8%
Reserve for Future Expenditures	-	-	1,388,836	-	717,825	(671,011)	-48.3%
Contingency	-	-	44,408	-	350,000	305,592	688.1%
Total Expense	7,848,191	8,717,096	12,026,777	9,919,337	11,920,484	(106,293)	-0.9%
Revenues Less Expenses	1,737,545	1,473,385	-	1,429,400	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

CCOM started FY20-21 with a significant deficit in our fund balance and due to several declared disasters, CCOM will need to submit a supplemental budget towards the end of FY20-21.

The State Grants and Revenues shows a significant increase due to a 911 tax increase.

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Sheriff

Angela Brandenburg, Sheriff

**9101 SE Sunnybrook Blvd
Clackamas, Oregon 97015
503-785-5000**

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



Department Mission

PURPOSE STATEMENT: The mission of the Clackamas County Sheriff's Office is to provide public safety and law enforcement services to the people of Clackamas County so they can experience and contribute to a safe and secure community.

Clackamas County Sheriff's Office (21)
 Sheriff Angela Brandenburg
 FTE 457.0
 Total Adopted \$ 103,208,381
 General Fund Support: \$ 66,533,841

Administration Sheriff Brandenburg Undersheriff Copenhaver Chief Deputy Ashby Chief Deputy Morrison Total Adopted \$13,091,948 Gen Fund \$ 11,882,554	Law Enforcement Undersheriff Copenhaver Chief Deputy Ashby Total Adopted \$42,521,629 Gen Fund \$ 23,531,360	Public Safety Chief Deputy Morrison Total Adopted \$30,017,663 Gen Fund \$ 28,480,503	Training Chief Deputy Ashby Chief Deputy Morrison Total Adopted \$3,599,924 Gen Fund \$ 2,639,424	Sheriff Operating Levy Chief Deputy Morrison Total Adopted \$13,977,217 Gen Fund \$ -
Office of the Sheriff Sheriff Brandenburg FTE 9.0 Total Adopted \$2,603,090 Gen Fund \$ 2,583,090	Patrol Captain Bradley O'Neil FTE 74.8 Total Adopted \$17,439,766 Gen Fund \$ 13,956,862	Jail Captain Lee Eby FTE 113.0 Total Adopted \$24,946,547 Gen Fund \$ 24,304,887	Training & Wellness Captain Shane Strangfield FTE 7.0 Total Adopted \$2,201,661 Gen Fund \$ 2,176,661	Sheriff Operating Levy Chief Deputy Morrison FTE 59.2 Total Adopted \$13,977,217 Gen Fund \$ -
Professional Standards Lieutenant Nathan Hulsey FTE 3.0 Total Adopted \$658,796 Gen Fund \$ 658,796	City of Estacada Lieutenant Anthony Kollias FTE 3.0 Total Adopted \$563,578 Gen Fund \$ -	Civil Captain James Rhodes FTE 25.0 Total Adopted \$5,071,116 Gen Fund \$ 4,175,616	Public Safety Training Center (PSTC) Ryan Brown FTE 4.0 Total Adopted \$1,398,263 Gen Fund \$ 462,763	
Public Information Office Sergeant Marcus Mendoza FTE 5.0 Total Adopted \$816,000 Gen Fund \$ 816,000	City of Happy Valley Captain Scott Anderson FTE 16.0 Total Adopted \$3,193,824 Gen Fund \$ -			
Finance Nancy Artmann FTE 5.0 Total Adopted \$865,157 Gen Fund \$ 865,157	City of Wilsonville Captain Robert Wurpes FTE 21.0 Total Adopted \$4,179,432 Gen Fund \$ -			
Operational Support Jenny Helms FTE 27.0 Total Adopted \$8,148,905 Gen Fund \$ 6,959,511	Enhanced Law Enforcement District (ELED) Captain Bradley O'Neil FTE 36.0 Total Adopted \$6,604,803 Gen Fund \$ -			
	Traffic Enforcement Captain Bradley O'Neil FTE 3.0 Total Adopted \$709,679 Gen Fund \$ 575,929			
	Critical Incident Response Captain Bradley O'Neil FTE 1.0 Total Adopted \$371,364 Gen Fund \$ 371,364			
	Family Justice Center Lieutenant Richard Sheldon FTE 10.0 Total Adopted \$1,945,778 Gen Fund \$ 1,945,778			
	Investigations Captain Marcus Wold FTE 35.0 Total Adopted \$7,513,405 Gen Fund \$ 6,681,427			



Sheriff's Office (CCSO) (21)

Department Budget Summary by Fund

Line of Business		FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	
Program	Prog#	FTE	General Fund	Sheriff's Operating Levy Fund	Total Adopted Budget	General Fund Support Included in Adopted Budget**	
Administration	Office of the Sheriff	210101	9.0	2,603,090		2,603,090	2,583,090
	Finance	210102	5.0	865,157		865,157	865,157
	Operational Support	210103	27.0	8,148,905		8,148,905	6,959,511
	Professional Standards	210104	3.0	658,796		658,796	658,796
	Public Information Office	210105	5.0	816,000		816,000	816,000
Law Enforcement	City of Estacada	210202	3.0	563,578		563,578	
	City of Happy Valley	210203	16.0	3,193,824		3,193,824	
	City of Wilsonville	210204	21.0	4,179,432		4,179,432	
	Critical Incident Response	210205	1.0	371,364		371,364	371,364
	Enhanced Law Enforcement District (ELED)	210206	36.0	6,604,803		6,604,803	
	Family Justice Center	210207	10.0	1,945,778		1,945,778	1,945,778
	Investigations	210208	35.0	7,513,405		7,513,405	6,681,427
	Patrol	210209	74.8	17,439,766		17,439,766	13,956,862
	Traffic Enforcement	210210	3.0	709,679		709,679	575,929
Public Safety	Civil	210302	25.0	5,071,116		5,071,116	4,175,616
	Jail	210304	113.0	24,946,547		24,946,547	24,304,887
Training	Public Safety Training Center	210402	4.0	1,398,263		1,398,263	462,763
	Training & Wellness	210403	7.0	2,201,661		2,201,661	2,176,661
Sheriff Operating Levy	Sheriff Operating Levy	210502	59.2		13,977,217	13,977,217	
TOTAL			457.0	89,231,164.0	13,977,217.0	103,208,381	66,533,841
FY 20/21 Budget			457.0	88,661,686.0	13,616,003.0	\$102,277,689	65,709,265
\$ Increase (Decrease)			0.0	569,478.0	361,214.0	930,692	824,576
% Increase (Decrease)			0.0%	0.6%	2.7%	0.9%	1.3%

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

88661686



Administration

Office of the Sheriff

Purpose Statement

The purpose of the Office of the Sheriff Program is to provide executive leadership, management, and communication services to Sheriff's Office employees and the community so they can benefit from strong, visionary leadership and work together to advance the Sheriff's Office mission to provide trusted public safety and law enforcement services.

Performance Narrative Statement

The Office of the Sheriff Program adopted a \$2,603,090 operating budget. These resources provide the administrative, leadership, and accountability functions to 18 MFR programs within the Clackamas County Sheriff's Office (CCSO) 's budget. Additionally, this program provides the data, research, and performance analyses of CCSO, holding the primary responsibility for achieving the goals and outcomes of the strategic business plan. □

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% of community survey respondents who report they feel safe in Clackamas County	NEW	No Data Collected	No Baseline	Annual Measure	No Baseline
Result	By 2023, Sheriff's Office leadership will engage with County Administration to create a plan to address key inefficiencies that are negatively impacting the ability to provide quality law enforcement and public safety services	NEW	0	0	Annual Measure	0
Result	By 2025, law enforcement re-accreditation will be awarded	NEW	0	0	Annual Measure	0
Result	% of employees who understand and can articulate their contribution to the Strategic Business Plan	NEW	0	No Baseline	Annual Measure	No Baseline
Result	% of Strategic Result measures achieved	NEW	1	No Baseline	Annual Measure	No Baseline
Result	% of Key Result measures achieved	NEW	1	No Baseline	Annual Measure	No Baseline

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Administration

Office of the Sheriff

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	(100,511)	-	-	102,389	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	29,443	-	41,179	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	273,278	1,995	2,500	290	-	(2,500)	-100.0%
All Other Revenue Resources	(6,248)	(131,682)	25,500	(122,295)	20,000	(5,500)	-21.6%
Other Interfund Transfers	-	-	-	-	-	-	0%
General Fund Support	4,852,813	4,274,028	4,673,344	4,673,344	2,583,090	(2,090,254)	-44.7%
Operating Revenue	5,119,843	4,173,784	4,701,344	4,592,518	2,603,090	(2,098,254)	-44.6%
Total Revenue	5,019,332	4,173,784	4,701,344	4,694,907	2,603,090	(2,098,254)	-44.6%
Personnel Services	3,424,800	3,352,832	3,418,397	3,829,502	2,174,313	(1,244,084)	-36.4%
Materials & Services	864,005	789,145	802,622	813,264	399,115	(403,507)	-50.3%
Operating Expense	4,288,805	4,141,977	4,221,019	4,642,766	2,573,428	(1,647,591)	-39.0%
Transfers	112,358	10,001	12,213	500,856	29,662	17,449	142.9%
Total Expense	4,401,163	4,151,978	4,233,232	5,143,622	2,603,090	(1,630,142)	-38.5%
Revenues Less Expenses	618,169	21,806	468,112	(448,715)	-	(468,112)	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The Clackamas County Sheriff's Office is led by a newly-elected Sheriff. Sheriff Brandenburg is the first woman to serve as Sheriff in Clackamas County. To balance the workload of the Office, and manage the MFR programs, an existing Captain position was reclassified to an Undersheriff position.



Administration

Finance

Purpose Statement

The purpose of the Finance Program is to provide financial management services to the Sheriff, Sheriff's Office employees, Advisory Committees, and County decision-makers so they can effectively manage public funds and tie resources to expected results in the interest of public safety.

Performance Narrative Statement

CCSO Finance adopted an operating budget of \$865,157. This workgroup coordinates the budget process for each of the 18 Performance Clackamas programs within the Sheriff's Office, including the Enhanced Law Enforcement District and Public Safety Local Option Levy. Staff in this workgroup provide financial monitoring, supportive services, payroll services, contracting support, and assistance in applying for financial assistance opportunities.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	Zero audit findings that result from CCSO Finance staff errors	NEW	0%	0%	Annual Measure	0%
Result	% of operational programs that are on or under budget	NEW	83%	100%	66%	100%
Result	% of contract and procurement requests that are completed within the established timelines	NEW	79%	90%	100%	90%

Program includes:

Mandated Services Yes

Shared Services No

Grant Funding No

Explanation CCSO finance is required to follow the provisions of Oregon Budget Law



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	865,157	865,157	-
Operating Revenue	-	-	-	-	865,157	865,157	-
Total Revenue	-	-	-	-	865,157	865,157	-
Personnel Services					767,357	767,357	-
Materials & Services					97,800	97,800	-
Operating Expense	-	-	-	-	865,157	865,157	-
Total Expense	-	-	-	-	865,157	865,157	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

In the FY21-22, Finance is established as a separate MFR program, resulting in no historical budget data. This program is navigating upcoming changes to the chart of accounts, budgeting software, and conversion from the workforce payroll system.



Administration

Operational Support

Purpose Statement

The purpose of the Operational Support Program is to provide essential human resources, technology, records, and fleet services to Sheriff's Office employees so they have the resources they need to protect and maintain safe communities.

Performance Narrative Statement

The Operational Support program adopted an operating budget of \$8,148,905.00. The program ensures the hiring of qualified employees, accuracy of criminal and arrest records, and technology to support CCSO programs. The program works collaboratively with County Technology Services, Fleet, Facilities, and Human Resources to meet the needs of a 24x7 public safety operation.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% of positions that are filled	NEW	96.4%	95.0%	93.2%	95.0%
Result	% of time that critical technology is available	NEW	99.7%	99.0%	99.1%	99.0%
Result	% of records requests that are fulfilled within 5 calendar days	NEW	68.6%	90.0%	64.0%	90.0%

Program includes:

Mandated Services No

Shared Services No

Grant Funding No

Explanation



	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	600,864	624,636	-	(82,601)	-	-	-
Federal, State, Local, All Other Gifts & Donations	55,000	116,779	-	28,080	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	941,316	292,021	394,500	169,700	1,181,894	787,394	199.6%
All Other Revenue Resources	9,713	12,525	8,500	3,400	7,500	(1,000)	-11.8%
Other Interfund Transfers	-	-	-	-	-	-	0%
General Fund Support	4,918,630	6,043,205	8,458,305	8,458,305	6,959,511	(1,498,794)	-17.7%
Operating Revenue	5,924,659	6,464,531	8,861,305	8,659,485	8,148,905	(712,400)	-8.0%
Total Revenue	6,525,523	7,089,167	8,861,305	8,576,884	8,148,905	(712,400)	-8.0%
Personnel Services	4,382,733	4,675,986	4,202,994	3,829,565	4,117,097	(85,897)	-2.0%
Materials & Services	2,135,058	1,961,254	3,359,571	3,520,412	2,865,808	(493,763)	-14.7%
Capital Outlay	-	155,924	1,298,740	1,244,400	1,166,000	(132,740)	-10.2%
Operating Expense	6,517,790	6,793,164	8,861,305	8,594,377	8,148,905	(712,400)	-8.0%
Transfers	-	-	-	-	-	-	-
Total Expense	6,517,790	6,793,164	8,861,305	8,594,377	8,148,905	(712,400)	-8.0%
Revenues Less Expenses	7,732	296,003	-	(17,493)	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

In the FY21-22, Operational Support faces three primary challenges. These include aging technology, fleet replacement, and upcoming retirements.



Administration

Professional Standards

Purpose Statement

The purpose of the Professional Standards Program is to provide internal investigative services to the Sheriff, Sheriff's Office employees, and the public so they can continually improve the professional standards of the Clackamas County Sheriff's Office and receive thorough, impartial, and timely responses to complaints.

Performance Narrative Statement

The Professional Standards Unit Program adopted a \$ 658,796 operating budget. These resources will provide internal investigative services to CCSO. The program offers transparency and accountability, ensuring complaints are investigated and responded to in a timely matter.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% of Internal Affairs Investigations that are completed within 90 days	NEW	82%	75%	Pending	75%
Result	% of Service Investigations that are completed within 30 days	NEW	59.7%	75%	Pending	75%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Administration

Professional Standards

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	(58,308)	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	0%
General Fund Support	157,578	151,458	201,220	201,220	658,796	457,576	227.4%
Operating Revenue	157,578	151,458	201,220	201,220	658,796	457,576	227.4%
Total Revenue	157,578	151,458	201,220	142,912	658,796	457,576	227.4%
Personnel Services	474,018	608,993	661,732	259,092	619,626	(42,106)	-6.4%
Materials & Services	10,930	8,835	7,600	-	39,170	31,570	415.4%
Operating Expense	484,948	617,827	669,332	259,092	658,796	(10,536)	-1.6%
Total Expense	484,948	617,827	669,332	259,092	658,796	(10,536)	-1.6%
Revenues Less Expenses	(327,370)	(466,369)	(468,112)	(116,180)	-	468,112	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The professional standards unit focuses on continuous updates to their policies and manual, ensuring changes in legislation and best practices are incorporated.



Administration

Public Information Office

Purpose Statement

The purpose of the Public Information Unit (PIU) Program is to provide information, multimedia communications, community outreach, and education services to Sheriff's Office employees, community partners, and the public so they can learn about Sheriff's Office activities, be informed about public safety matters, and engage with the Sheriff's Office mission.

Performance Narrative Statement

The Public Information Program adopted an \$816,000 operating budget. The program provides strategic outreach, information, and engagement for CCSO to employees and the community. The program focuses on building public trust and awareness through regular and transparent communication regarding public safety in Clackamas County.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% of community survey respondents who report they have a positive view of the Sheriff's Office	NEW	No Data Collected	No Baseline	Annual Measure	No Baseline
Result	% change in social media followers	NEW	13%	5%	1%	5%
Result	% change in Sheriff's Office website visits	NEW	13%	5%	-5%	5%

Program includes:

Mandated Services No

Shared Services No

Grant Funding No

Explanation



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	816,000	816,000	-
Operating Revenue	-	-	-	-	816,000	816,000	-
Total Revenue	-	-	-	-	816,000	816,000	-
Personnel Services	-	-	-	-	748,457	748,457	-
Materials & Services	-	-	-	-	67,543	67,543	-
Operating Expense	-	-	-	-	816,000	816,000	-
Total Expense	-	-	-	-	816,000	816,000	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Law Enforcement

City of Estacada

Purpose Statement

The purpose of the City of Estacada Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Estacada so they can enjoy safe, livable communities.

Performance Narrative Statement

The City of Estacada program adopted an operating budget of \$563,578. The city contracts with CCSO to provide comprehensive public safety services. This contract also allows access to specialized units such as K-9 and SWAT to meet this rural city's unique challenges.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% change in reported crimes against persons	NEW	10.1%	0.0%	0.0%	0.0%
Result	% change in reported property crimes	NEW	13.1%	0.0%	-28.6%	0.0%
Result	% of deputy activity that is self-initiated	NEW	44.3%	40.0%	50.2%	40.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	NEW	34.5%	50.0%	29.4%	50.0%

Program includes:

Mandated Services Yes

Shared Services No

Grant Funding No

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments					563,578	563,578	-
Operating Revenue	-	-	-	-	563,578	563,578	-
Total Revenue	-	-	-	-	563,578	563,578	-
Personnel Services	-	-	-	-	509,578	509,578	-
Materials & Services	-	-	-	-	28,000	28,000	-
Capital Outlay	-	-	-	-	26,000	26,000	-
Operating Expense	-	-	-	-	563,578	563,578	-
Total Expense	-	-	-	-	563,578	563,578	-
Revenues Less Expenses	-	-	-	-	-	-	-
Significant Issues and Changes							

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Law Enforcement

City of Happy Valley

Purpose Statement

The purpose of the City of Happy Valley Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Happy Valley so they can enjoy safe, livable communities.

Performance Narrative Statement

The City of Happy Valley program adopted an operating budget of \$3,193,824. The city contracts with CCSO to provide comprehensive public safety services. This contract also allows access to specialized units such as K-9 and SWAT to meet this city's unique challenges.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% change in reported crimes against persons	NEW	-9.0%	0.0%	6.7%	10.0%
Result	% change in reported property crimes	NEW	4.4%	0.0%	-35.8%	0.0%
Result	% of deputy activity that is self-initiated	NEW	54.9%	40.0%	63.8%	50.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	NEW	32.9%	50.0%	28.6%	50.0%

Program includes:

Mandated Service No

Shared Services No

Grant Funding No

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	3,193,824	3,193,824	-
Operating Revenue	-	-	-	-	3,193,824	3,193,824	-
Total Revenue	-	-	-	-	3,193,824	3,193,824	-
Personnel Services	-	-	-	-	2,913,824	2,913,824	-
Materials & Services	-	-	-	-	145,000	145,000	-
Capital Outlay	-	-	-	-	135,000	135,000	-
Operating Expense	-	-	-	-	3,193,824	3,193,824	-
Total Expense	-	-	-	-	3,193,824	3,193,824	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Happy Valley's population continues to grow at state-leading rates, and that growth is projected to continue. The demand for increased police staffing to maintain the current level of service will need to be closely managed.



Law Enforcement

City of Wilsonville

Purpose Statement

The purpose of the City of Wilsonville Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Wilsonville so they can enjoy safe, livable communities.

Performance Narrative Statement

The City of Willsonville program adopted an operating budget of \$4,179,432. The city contracts with CCSO to provide comprehensive public safety services. This contract also allows access to specialized units such as K-9 and SWAT to meet this city's unique challenges.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% change in reported crimes against persons	NEW	-8.9%	0.0%	-12.1%	10.0%
Result	% change in reported property crimes	NEW	13.0%	0.0%	-7.3%	0.0%
Result	% of deputy activity that is self-initiated	NEW	42.0%	40.0%	40.9%	48.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	NEW	48.0%	50.0%	44.1%	50.0%

Program includes:

Mandated Services Yes

Shared Services No

Grant Funding No

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Law Enforcement

City of Wilsonville

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	4,179,432	4,179,432	-
Operating Revenue	-	-	-	-	4,179,432	4,179,432	-
Total Revenue	-	-	-	-	4,179,432	4,179,432	-
Personnel Services	-	-	-	-	3,833,432	3,833,432	-
Materials & Services	-	-	-	-	178,000	178,000	-
Capital Outlay	-	-	-	-	168,000	168,000	-
Operating Expense	-	-	-	-	4,179,432	4,179,432	-
Total Expense	-	-	-	-	4,179,432	4,179,432	-
Revenues Less Expenses	-	-	-	-	-	-	-
Significant Issues and Changes							

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

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Law Enforcement

Critical Incident Response

Purpose Statement

The purpose of the Critical Incident Response Program is to provide specially equipped and trained personnel and emergency response services to the public and other law enforcement agencies so they can experience safe resolutions to extraordinary, critical situations.

Performance Narrative Statement

The Critical Incident Response program adopted an operating budget of \$371,364 for FY21-22. The program includes SWAT, Crisis Negotiation Team (CNT), Explosive Device Unit (EDU), Search and Rescue (SAR), and DIVE.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% of Special Weapons and Tactics (SWAT), Crisis Negotiation Team (CNT), Corrections Emergency Response Team (CERT), and Explosive Device Unit (EDU) responses that result in no serious physical injury or death	NEW	100.0%	100.0%	100.0%	100.0%
Result	% of Search and Rescue (SAR) and Dive/Rescue Team responses that result in the subject being rescued or recovered	NEW	93.9%	No Baseline	100.0%	93.0%

Program includes:

Mandated Service Yes

Shared Services No

Grant Funding No

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	263,835	54,349	-	-	-	-	-
General Fund Support	-	-	-	-	371,364	371,364	-
Operating Revenue	263,835	54,349	-	-	371,364	371,364	-
Total Revenue	263,835	54,349	-	-	371,364	371,364	-
Personnel Services	-	-	-	-	252,622	252,622	-
Materials & Services	233	299	-	-	118,742	118,742	-
Capital Outlay	48,000	31,160	-	-	-	-	-
Operating Expense	48,233	31,459	-	-	371,364	371,364	-
Total Expense	48,233	31,459	-	-	371,364	371,364	-
Revenues Less Expenses	215,602	22,890	-	-	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Additional less-lethal tools are available for deployment by deputies in the FY 21-22.

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Law Enforcement

Enhanced Law Enforcement District (ELED)

Purpose Statement

The purpose of the Enhanced Law Enforcement District (ELED) Program is to provide enhanced public safety, community partnership, education, and law enforcement services to those who live, work, and play within the ELED so they can enjoy safe, livable communities.

Performance Narrative Statement

The Enhanced Law Enforcement District (ELED) program adopted an operating budget of \$6,604,803. The program provides patrol services to residents of the unincorporated areas of Clackamas County within the Metropolitan Urban Growth Boundary, ensuring the protection of life, property, and individual rights. The program has access to CCSO special units such as special weapons and tactics (SWAT), search and rescue (SAR), marine, and a K-9 unit.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% change in reported crimes against persons	NEW	5.3%	0.0%	-6.4%	0.0%
Result	% change in reported property crimes	NEW	5.4%	0.0%	-1.5%	0.0%
Result	% of deputy activity that is self-initiated	NEW	31.0%	40.0%	35.5%	40.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	NEW	48.4%	50.0%	47.8%	50.0%

Program includes:

Mandated Services Yes

Shared Services No

Grant Funding No

Explanation

Mandated Services:

The Enhanced Law Enforcement District was approved by the voters in 1994, outlining the services provided in the incorporated documents.



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	4,768	68,288	-	72,892	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	59	-	-	-
All Other Revenue Resources	6,079,868	6,402,853	6,351,579	6,597,455	6,604,803	253,224	4.0%
Operating Revenue	6,084,636	6,471,141	6,351,579	6,670,406	6,604,803	253,224	4.0%
Total Revenue	6,084,636	6,471,141	6,351,579	6,670,406	6,604,803	253,224	4.0%
Personnel Services	6,079,868	6,442,003	6,351,579	6,801,376	6,604,803	253,224	4.0%
Operating Expense	6,079,868	6,442,003	6,351,579	6,801,376	6,604,803	253,224	4.0%
Total Expense	6,079,868	6,442,003	6,351,579	6,801,376	6,604,803	253,224	4.0%
Revenues Less Expenses	4,768	29,138	-	(130,970)	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The ELED Advisory Board has started an initiative to become more active by providing outreach and information to citizens within the district. This group actively works at identifying needs or concerns and communicates directly back to CCSO.



Law Enforcement

Family Justice Center (FJC)

Purpose Statement

The purpose of the Family Justice Center (FJC) Program is to provide comprehensive and coordinated victim services from public and non-profit agencies to vulnerable victims of crime so they can live a life free of violence.

Performance Narrative Statement

The Family Justice Center program adopted an operating budget of \$1,945,778. This program is a partnership between public and non-profit agencies. The program provides holistic, trauma-informed services to survivors and their children experiencing domestic violence, sexual violence, human trafficking, and elder abuse.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	By 2025, the Clackamas County FJC will be operating in an adequate facility with appropriate staff capacity to deliver needed services to residents	NEW	10.0%	10.0%	Annual Measure	10.0%
Result	% of FJC cases that are referred to the District Attorney's Office for a prosecution decision	NEW	No Data Collected	No Baseline	No Data Collected	No Baseline
Result	% of new visitors who are referred by law enforcement	NEW	27.3%	30.0%	40.5%	30.0%
Result	% of protective orders filed at the FJC that are granted	NEW	89.0%	85.0%	91.0%	85.0%
Result	% of FJC survey respondents who report they were treated with respect	NEW	99.3%	95.0%	100.0%	95.0%

Program includes:

Mandated Service No

Shared Services No

Grant Funding No

Explanation



Law Enforcement

Family Justice Center (FJC)

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations	-	1,470	-	3,114	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	0%
General Fund Support	-	1,704,685	1,951,843	1,951,843	1,945,778	(6,065)	-0.3%
Operating Revenue	-	1,706,155	1,951,843	1,954,957	1,945,778	(6,065)	-0.3%
Total Revenue	-	1,706,155	1,951,843	1,954,957	1,945,778	(6,065)	-0.3%
Personnel Services	-	1,299,414	1,670,196	-	1,689,713	19,517	1.2%
Materials & Services	-	230,896	281,647	-	256,065	(25,582)	-9.1%
Operating Expense	-	1,530,310	1,951,843	-	1,945,778	(6,065)	-0.3%
Transfers	-	-	-	-	-	-	-
Total Expense	-	1,530,310	1,951,843	-	1,945,778	(6,065)	-0.3%
Revenues Less Expenses	-	175,845	-	1,954,957	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

In-person services are limited to assisting survivors in obtaining protective orders and emergency safety planning. In contrast, all other services are being provided over the phone or virtually (via mediums such as Zoom). Additionally, due to OSHA COVID restrictions as of December 2020, employee workspaces are extremely limited due to a lack of individual office space. Meeting with survivors via electronic means is a new barrier compounded by the wearing of facial coverings in personal workspaces. Further, partners have expressed concerns about conducting teleconference meetings while wearing face coverings. This would not be a barrier if employees had workspaces that incorporated floor-to-ceiling walls with doors that could shut. The cubicles in ASP-FJC cannot be modified to meet the County's current office square footage sizes. Funds have been reallocated to cover COVID supplies, allowing us to provide services in a limited capacity, such as buying additional computers for virtual meetings, air purifiers, personal protective equipment, and sanitizing supplies.



Law Enforcement Investigations

Purpose Statement

The purpose of the Investigations Program is to provide comprehensive investigative services and secure evidence storage for prosecutors, other law enforcement agencies, and victims of crime so they can hold offenders accountable and achieve justice.

Performance Narrative Statement

The Investigations program adopted an operating budget of \$7,513,405. The program is committed to long-term and in-depth investigations that hold offenders accountable in the pursuit of justice. Program services include personnel with specialized expertise in the disciplines of forensic examinations, crimes against children, human trafficking, property investigations, violent crimes, and narcotics investigations. In partnership with the patrol program, outside agencies, and the community, the program serves the public by providing investigative expertise and secure evidence storage.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% of Investigations cases that are referred to the District Attorney's Office for a prosecution decision	NEW	No Data Collected	No Baseline	No Data Collected	No Baseline
Result	% compliance with the annual property room audit	NEW	100%	100%	Annual Measure	100%

Program includes:

Mandated Services Yes

Shared Services No

Grant Funding No

Mandated Services: Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Law Enforcement

Investigations

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	785,511	896,146	183,141	(126,901)	320,159	137,018	74.8%
Federal, State, Local, All Other Gifts & Donations	648,035	200,347	290,000	227,718	135,000	(155,000)	-53.4%
Charges, Fees, License, Permits, Fines, Assessments	39	36	8,500	50	376,819	368,319	4333.2%
All Other Revenue Resources	14,877	27,448	42,600	3,000	-	(42,600)	-100.0%
Other Interfund Transfers	-	-	-	-	-	-	0%
General Fund Support	7,679,665	7,426,668	7,561,258	7,561,258	6,681,427	(879,831)	-11.6%
Operating Revenue	8,342,617	7,654,499	7,902,358	7,792,026	7,193,246	(709,112)	-9.0%
Total Revenue	9,128,127	8,550,645	8,085,499	7,665,125	7,513,405	(572,094)	-7.1%
Personnel Services	7,322,664	7,742,886	6,829,989	6,890,593	6,353,279	(476,710)	-7.0%
Materials & Services	1,090,311	916,577	1,027,880	831,683	1,110,126	82,246	8.0%
Capital Outlay	56,477	-	227,630	64,400	50,000	(177,630)	-78.0%
Operating Expense	8,469,451	8,659,463	8,085,499	7,786,676	7,513,405	(572,094)	-7.1%
Transfers	-	-	-	-	-	-	-
Total Expense	8,469,451	8,659,463	8,085,499	7,786,676	7,513,405	(572,094)	-7.1%
Revenues Less Expenses	658,676	(108,817)	-	(121,551)	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Retirements have a direct impact on the ability to provide services to the community. Specialized investigations are unique and require advanced training. When an experienced investigator retires, there is a steep learning curve and financial impact to train their replacement. The program draws their incoming investigators from the patrol program, causing a personnel gap for each program. As a result, the patrol program's challenges associated with hiring and retaining qualified personnel hinder the investigation program's ability to replace and train new investigators.



Law Enforcement

Patrol Program

Purpose Statement

The purpose of the Patrol Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Clackamas County so they can enjoy safe, livable communities.

Performance Narrative Statement

The Patrol program adopted an operating budget of \$17,439,766. The program 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. The program 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.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% change in reported crimes against persons	NEW	1.9%	0.0%	-9.3%	0.0%
Result	% change in reported property crimes	NEW	1.9%	0.0%	0.3%	0.0%
Result	% of deputy activity that is self-initiated	NEW	32.1%	40.0%	37.2%	40.0%
Result	% of inlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	NEW	48.1%	50.0%	47.0%	50.0%
Result	% of outlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 20 minutes	NEW	69.2%	60.0%	66.3%	60.0%

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]

Grant Funded:

The Marine Unit anticipates grant funding for fiscal year 2021-2022 passed-through the Oregon Marine Board totaling \$432,825 with a matching requirement totaling \$224,660.



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	388,206	(847,077)	424,752	680,239	-	(424,752)	-100.0%
Federal, State, Local, All Other Gifts & Donations	1,459,655	1,680,955	1,929,923	1,361,857	1,190,712	(739,211)	-38.3%
Charges, Fees, License, Permits, Fines, Assessments	8,431,637	9,675,835	10,054,859	9,593,791	2,122,989	(7,931,870)	-78.9%
All Other Revenue Resources	129,138	34,756	121,250	35,850	105,000	(16,250)	-13.4%
Other Interfund Transfers	791,977	1,538,617	242,727	242,727	54,203	(188,524)	-77.7%
Revenue from Bonds & Other Debts	5,063	5,220	8,500	27,500	10,000	1,500	17.6%
General Fund Support	14,697,818	15,217,381	12,515,569	12,515,569	13,956,862	1,441,293	11.5%
Operating Revenue	25,515,286	28,152,764	24,872,828	23,777,294	17,439,766	(7,433,062)	-29.9%
Total Revenue	25,903,493	27,305,688	25,297,580	24,457,533	17,439,766	(7,857,814)	-31.1%
Personnel Services	19,208,349	19,750,399	20,543,683	20,278,815	13,078,200	(7,465,483)	-36.3%
Materials & Services	5,394,581	5,769,210	4,128,130	4,048,539	4,361,566	233,436	5.7%
Capital Outlay	61,175	1,338,723	10,500	25,000	-	(10,500)	-100.0%
Operating Expense	24,664,105	26,858,331	24,682,313	24,352,354	17,439,766	(7,242,547)	-29.3%
Contingency	-	-	615,267	-	-	(615,267)	-100.0%
Transfers	1,318,429	80,000	-	-	-	-	-
Total Expense	25,982,534	26,938,331	25,297,580	24,352,354	17,439,766	(7,857,814)	-31.1%
Revenues Less Expenses	(79,042)	367,356	-	105,179	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

In the FY21-22, patrol faces three primary challenges. These include increased vacancies due to attrition, reassigning staff resources from special units to provide coverage for each shift at a minimum required staffing level, and changes in operations due to COVID-19.



Law Enforcement Traffic Enforcement Program

Purpose Statement

The purpose of the Traffic Enforcement Program is to provide traffic enforcement and education services to those who live, work, and play in Clackamas County so they can enjoy safe roadways.

Performance Narrative Statement

The Traffic Enforcement program adopted an operating budget of \$709,679. The team provides focused enforcement efforts on county roadways, emphasizing violations that cause motor vehicle accidents. Through grant funding, the program participates in special enforcement initiatives. The program collaborates with CCSO crime analysts to identify and patrol trouble areas. Additionally, the program responds to citizen-reported traffic issues and presents traffic safety programs to schools and county civic groups.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% change in fatalities that result from traffic crashes occurring on County roadways	NEW	92.5%	-10.0%	300.0%	-10.0%
Result	% change in traffic crashes occurring in the five highest accident-risk areas	NEW	168.0%	-10.0%	-53.8%	-10.0%
Result	% of traffic crash Calls for Service responded to by the Traffic Enforcement Unit	NEW	6.1%	5.0%	6.6%	5.0%

Program includes:

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

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]

Grant Funded:

The traffic safety unit receives grant funding passed-through the Oregon Department of Transportation, totaling \$60,000.00 with an \$8,750.00 matching requirement.

Traffic Safety receives grant funding passed-through Oregon Impact totaling \$40,000.00 with no matching requirement.



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	123,750	123,750	-
All Other Revenue Resources	-	-	-	-	10,000	10,000	-
General Fund Support	-	-	-	-	575,929	575,929	-
Operating Revenue	-	-	-	-	709,679	709,679	-
Total Revenue	-	-	-	-	709,679	709,679	-
Personnel Services	-	-	-	-	642,598	642,598	-
Materials & Services	-	-	-	-	67,081	67,081	-
Operating Expense	-	-	-	-	709,679	709,679	-
Total Expense	-	-	-	-	709,679	709,679	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Targeted traffic enforcement activities are reduced due to the program staff filling patrol shifts where significant agency staffing shortages exist. Deputies currently attempt to self-initiate traffic enforcement when not responding to priority calls.

□



Purpose Statement

The purpose of the Civil Program is to provide court security services and to execute the process and orders of the court for court employees and members of the public so they can experience a safe court environment and have process served in a proper and timely manner.

Performance Narrative Statement

The Civil program adopted an operating budget of \$5,071,116. The program is responsible for serving the civil process, providing security for 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 civil program supervises the concealed handgun licensing program.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% change in security incident rate	NEW	0.0%	0.0%	Pending	0.0%
Result	% of process delivered for service that are attempted within 7 business days	NEW	89.8%	80.0%	Pending	90.0%
Result	% of process delivered for service that are entered or rejected within 3 business days	NEW	98.0%	90.0%	Pending	97.0%

Program includes:

Mandated Service Yes

Shared Services No

Grant Funding No

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	333,961	-	-	-
Federal, State, Local, All Other Gifts & Donations	6,162	63,850	5,000	21,558	1,000	(4,000)	-80.0%
Charges, Fees, License, Permits, Fines, Assessments	474,199	759,319	869,500	525,690	894,500	25,000	2.9%
All Other Revenue Resources	(869)	50	500	-	-	(500)	-100.0%
General Fund Support	3,457,116	4,146,190	3,775,650	3,775,650	4,175,616	399,966	10.6%
Operating Revenue	3,936,608	4,969,410	4,650,650	4,322,898	5,071,116	420,466	9.0%
Total Revenue	3,936,608	4,969,410	4,650,650	4,656,859	5,071,116	420,466	9.0%
Personnel Services	3,776,005	4,303,111	4,304,694	4,236,550	4,132,557	(172,137)	-4.0%
Materials & Services	252,152	332,338	345,956	327,031	938,559	592,603	171.3%
Operating Expense	4,028,158	4,635,449	4,650,650	4,563,581	5,071,116	420,466	9.0%
Total Expense	4,028,158	4,635,449	4,650,650	4,563,581	5,071,116	420,466	9.0%
Revenues Less Expenses	(91,549)	333,961	-	93,278	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The civil program has numerous vacant positions resulting in additional overtime costs to complete mandated work. The Concealed Handgun Licenses Unit has applications ranging out until August 2021 due to increased demand.



Purpose Statement

The purpose of the Jail Program is to provide a secure custody environment and social, medical, food, and education services to inmates so they can be safe while they are held accountable, prepare for release, and become productive members of the community.

Performance Narrative Statement

The Jail program adopted a budget of \$24,946,547. The program maintains a safe and secure jail facility for both inmates and staff in compliance with statutory authority, court decisions, and Oregon jail standards. The program strives to keep all residents of the community safe while positively impacting those who are held or who must serve sentences in the facility.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	By 2025, an updated plan and funding strategy will be proposed for a new Clackamas County Jail facility that has adequate capacity and ensures the safety and security of inmates and staff	NEW	20.0%	20.0%	Annual Measure	20.0%
Result	% change in forced released inmates	NEW	99.2%	-23.2%	-14.7%	-9.5%
Result	Zero reported Prison Rape Elimination Act (PREA) violations that are sustained	NEW	0.0%	0.0%	100.0%	0.0%
Result	Zero inmate suicide deaths	NEW	100.0%	0.0%	0.0%	0.0%

Program includes:

Mandated Service Yes

Shared Services No

Grant Funding No

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	(744,189)	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations	200,618	343,268	128,500	791,453	128,500	-	0%
Charges, Fees, License, Permits, Fines, Assessments	421,423	338,807	348,660	344,810	348,660	-	0%
All Other Revenue Resources	154,360	147,514	164,500	130,000	164,500	-	0%
General Fund Support	22,142,538	24,213,157	24,111,634	24,111,634	24,304,887	193,253	0.8%
Operating Revenue	22,918,939	25,042,745	24,753,294	25,377,897	24,946,547	193,253	0.8%
Total Revenue	22,918,939	24,298,557	24,753,294	25,377,897	24,946,547	193,253	0.8%
Personnel Services	17,719,657	17,711,763	17,633,941	18,082,099	18,553,240	919,299	5.2%
Materials & Services	5,421,500	5,632,838	6,219,932	5,656,777	5,913,307	(306,625)	-4.9%
Capital Outlay	265,099	10,270	300,000	73,863	-	(300,000)	-100.0%
Operating Expense	23,406,256	23,354,871	24,153,873	23,812,739	24,466,547	312,674	1.3%
Special Payments	378,240	351,742	480,000	295,225	480,000	-	0%
Transfers	112,785	116,487	119,421	119,421	-	(119,421)	-100.0%
Total Expense	23,897,282	23,823,100	24,753,294	24,227,385	24,946,547	193,253	0.8%
Revenues Less Expenses	(978,343)	475,457	-	1,150,512	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The jail program implemented procedural changes to keep the coronavirus out of the jail facility.



Public Safety Training Center (PSTC)

Purpose Statement

The purpose of the Public Safety Training Center (PSTC) Program is to provide facilities, skills development, and education services to Sheriff's Office employees, other law enforcement agencies, and the public so they can enhance their public safety knowledge and skills to build a more secure community.

Performance Narrative Statement

The Public Safety Training Center program adopted a budget of \$1,398,263. The program offers a facility where CCSO sworn staff can train and qualify for skills required for their position. In addition, the program offers a public shooting range and public training opportunities, including firearms, self-defense, wilderness survival, and CPR/AED/First Aid. These services, along with sharing the facility with other law enforcement agencies in the area, provide a method of cost recovery for the program.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% change in individual public class registrations	NEW	71.6%	10.0%	30.0%	15.0%
Result	% change in public range visits	NEW	23.7%	No Baseline	8.0%	No Baseline
Result	% change in hours of training room utilization	NEW	16.2%	5.0%	38.7%	25.0%

Program includes:

Mandated Service No

Shared Services No

Grant Funding No

Explanation



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	(40,809)	-	249,157	71,014	-	(249,157)	-100.0%
Federal, State, Local, All Other Gifts & Donations	-	32,604	30,000	27,603	-	(30,000)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	620,924	474,433	1,153,500	577,726	810,500	(343,000)	-29.7%
All Other Revenue Resources	115,789	81,185	122,000	35,000	125,000	3,000	2.5%
Other Interfund Transfers	-	-	-	-	-	-	0%
General Fund Support	731,729	652,061	452,087	452,087	462,763	10,676	2.4%
Operating Revenue	1,468,441	1,240,283	1,757,587	1,092,416	1,398,263	(359,324)	-20.4%
Total Revenue	1,427,632	1,240,283	2,006,744	1,163,430	1,398,263	(608,481)	-30.3%
Personnel Services	731,899	768,846	879,462	757,993	724,240	(155,222)	-17.6%
Materials & Services	575,251	475,013	897,994	545,260	429,023	(468,971)	-52.2%
Operating Expense	1,307,150	1,243,860	1,777,456	1,303,253	1,153,263	(624,193)	-35.1%
Transfers	219,609	223,902	229,288	229,288	245,000	15,712	6.9%
Total Expense	1,526,759	1,467,762	2,006,744	1,532,541	1,398,263	(608,481)	-30.3%
Revenues Less Expenses	(99,127)	(227,479)	-	(369,111)	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The coronavirus will continue to impact the size and frequency of training, meetings, and classes. Other services, including range patronage, fingerprinting, and passport services, have shown signs of recovery.



Training

Training & Wellness

Purpose Statement

The purpose of the Training and Wellness Program is to provide professional risk mitigation training to Sheriff's Office employees and personal wellness services to employees and their families so they can maintain physical and mental well-being throughout their career.

Performance Narrative Statement

The Training & Wellness program adopted an operating budget of \$2,201,661.00. The program provides training and wellness initiatives to support a professional, well-trained, and healthy workforce. The services provided benefit all CCSO MFR program functions.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	% of employees who report they are in good or excellent mental health	NEW	63.2%	No Baseline	Annual Measure	No Baseline
Result	% of employees who report they are in good or excellent physical health	NEW	45.0%	No Baseline	Annual Measure	No Baseline
Result	% of employees who participate in professional development training	NEW	27.9%	No Baseline	Annual Measure	No Baseline
Result	% of employees who report they feel valued at work	NEW	62.1%	No Baseline	Annual Measure	No Baseline
Result	% change in the readiness rate of employees	NEW	-0.7%	No Baseline	-1.3%	No Baseline

Program includes:

Mandated Service No

Shared Services No

Grant Funding No

Explanation



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	20,000	1,402	10,000	(10,000)	-50.0%
Charges, Fees, License, Permits, Fines, Assessments	-	-	15,000	-	15,000	-	0%
All Other Revenue Resources	-	-	-	250	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	0%
General Fund Support	-	-	1,765,628	1,765,628	2,176,661	411,033	23.3%
Operating Revenue	-	-	1,800,628	1,767,280	2,201,661	401,033	22.3%
Total Revenue	-	-	1,800,628	1,767,280	2,201,661	401,033	22.3%
Personnel Services	-	-	1,205,444	1,171,469	1,416,405	210,961	17.5%
Materials & Services	-	-	595,184	245,946	785,256	190,072	31.9%
Operating Expense	-	-	1,800,628	1,417,415	2,201,661	401,033	22.3%
Total Expense	-	-	1,800,628	1,417,415	2,201,661	401,033	22.3%
Revenues Less Expenses	-	-	-	349,865	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Coronavirus restrictions create challenges for meaningful employee engagement for both Training and Wellness opportunities. In addition, future training events may be postponed or canceled as the coronavirus continues to impact operations.



Sheriff Operating Levy

Sheriff Operating Levy

Purpose Statement

The Sheriff Operating Levy supports the mission of CCSO providing public safety and law enforcement services to the people of Clackamas County so they can experience and contribute to a safe and secure community.

Performance Narrative Statement

The Public Safety Local Option Levy program adopted a budget of \$13,977,217. This voter-approved levy enhances the services provided by the patrol program, jail, and investigations program.

Key Performance Measures

	FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target

Program includes:

Mandated Service: Yes

Shared Services: No

Grant Funding: No

Explanation

The Public Safety Local Option Levy 3-502 was approved by the voters in 2017.



Sheriff Operating Levy

Sheriff Operating Levy

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	953,554	1,565,854	587,307	1,778,338	548,115	(39,192)	-6.7%
Federal, State, Local, All Other Gifts & Donations	206,709	257,418	163,500	(158,355)	158,500	(5,000)	-3.1%
Charges, Fees, License, Permits, Fines, Assessments	-	40	-	-	-	-	-
All Other Revenue Resources	15,080	31,077	10,000	3,000	-	(10,000)	-100.0%
Taxes	12,394,386	12,670,515	12,855,196	12,289,987	13,270,602	415,406	3.2%
Other Interfund Transfers	-	(114,239)	-	-	-	-	-
Operating Revenue	12,616,176	12,844,810	13,028,696	12,134,632	13,429,102	400,406	3.1%
Total Revenue	13,569,730	14,410,664	13,616,003	13,912,970	13,977,217	361,214	2.7%
Personnel Services	9,845,113	10,042,809	10,734,602	10,760,525	11,019,480	284,878	2.7%
Materials & Services	1,986,450	2,451,537	2,711,401	2,455,780	2,632,934	(78,467)	-2.9%
Capital Outlay	27,357	-	-	-	-	-	0%
Operating Expense	11,858,920	12,494,346	13,446,003	13,216,305	13,652,414	206,411	1.5%
Special Payments	144,956	137,979	170,000	148,550	270,600	100,600	59.2%
Transfers	-	-	-	-	54,203	54,203	-
Total Expense	12,003,876	12,632,326	13,616,003	13,364,855	13,977,217	361,214	2.7%
Revenues Less Expenses	1,565,854	1,778,338	-	548,115	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The Public Safety Local Option Levy was approved by the voters in 2017 and will expire at the conclusion of 2021. The levy is on the May ballot for renewal under Adopted measure 3-566.



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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>



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 (22)

Captain Malcolm McDonald - Director

FTE 96

Total Proposed \$17,656,064

General Fund Support \$ 4,848,763

<p>Coordination</p> <p>Imdieke/Kuklenski Total Proposed \$3,788,555</p> <p>Gen Fund \$ 1,684,215</p>	<p>Reintegration</p> <p>Imdieke/Kuklenski Total Proposed \$13,867,509</p> <p>Gen Fund \$ 3,164,548</p>
<p>Director's Office</p> <p>Imdieke/Kuklenski FTE 14.0 Total Proposed \$3,072,745</p> <p>Gen Fund \$ 1,380,987</p>	<p>Reintegration</p> <p>Brian Imdieke FTE 0 Total Proposed \$512,681</p> <p>Gen Fund \$ -</p>
<p>Operational Support Services</p> <p>Kelly Kuklenski FTE 7.0 Total Proposed \$683,235</p> <p>Gen Fund \$ 303,228</p>	<p>Community Service</p> <p>Brian Imdieke FTE 4.0 Total Proposed \$531,369</p> <p>Gen Fund \$ 307,200</p>
<p>Employee Development & Training</p> <p>MGR FTE 0 Total Proposed \$32,575</p> <p>Gen Fund \$ -</p>	<p>Parole & Probation Supervision</p> <p>Kelly Kuklenski FTE 33.0 Total Proposed \$6,403,445</p> <p>Gen Fund \$ 1,589,522</p>
	<p>Pretrial Services</p> <p>Brian Imdieke FTE 5.0 Total Proposed \$960,563</p> <p>Gen Fund \$ -</p>
	<p>Residential Treatment & Counseling</p> <p>Brian Imdieke FTE 32.0 Total Proposed \$5,328,065</p> <p>Gen Fund \$ 1,164,467</p>
	<p>Victim Services</p> <p>Kelly Kuklenski FTE 1.0 Total Proposed \$131,386</p> <p>Gen Fund \$ 103,359</p>



Community Corrections (22)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	FTE	General Fund	Total Adopted Budget	General Fund Support Included in Adopted Budget**
Coordination				
Director's Office	14.0	3,072,745	3,072,745	1,380,987
Employee Development & Training	0.0	32,575	32,575	
Operational Support Services	7.0	683,235	683,235	303,228
Reintegration				
Reintegration	0.0	512,681	512,681	-
Community Service	4.0	531,369	531,369	307,200
Parole & Probation Supervision	33.0	6,403,445	6,403,445	1,589,522
Pretrial Services	5.0	960,563	960,563	-
Residential Treatment & Counseling	32.0	5,328,065	5,328,065	1,164,467
Victim Services	1.0	131,386	131,386	103,359
			-	
TOTAL	96.0	17,656,064	17,656,064	4,848,763
<i>FY 20/21 Budget</i>	98.1	17,403,500	17,403,500	4,848,763
<i>\$ Increase (Decrease)</i>	(2.1)	252,564	252,564	0
<i>% Increase (Decrease)</i>	-2.1%	1.5%	1.5%	0.0%

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



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 adopted a \$3,072,745 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

		FY18-19 Actual	FY19-20 Actual	FY20-21 Target	FY20-21 Actuals as of 12/31/20	FY21-22 Target
Strategic Result	Community Corrections will have a department-wide shared database that allows programs to update client information in real time	New	New	New	New	
Strategic Result	There will be no overdose deaths among Community Corrections clients	New	New	0	2	0
Strategic Result	The department will create a communication plan that will provide Clackamas County residents, state and county agencies, and Community Corrections clients with a clear understanding of services provided and consistent updates on departmental progress and outcomes	New	New	New	New	
Strategic Result	Community Corrections will have a data sharing agreement in place to share specific information about clients with departments that are relevant to the client's success	New	New	New	New	
Result	% employee performance reviews submitted on time	New	New	New	New	
Output	# State level committee and hearing representations	New	New	New	4	

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

	FY18-19 Actual	FY19-20 Actual	FY20-21 Amended Budget	FY20-21 Projected Year End	FY21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	1,030,073	505,760	505,760	478,043	(27,717)	-5.5%
Federal, State, Local, All Other Gifts & Donations	-	1,178,715	1,178,715	1,222,474	1,178,715	-	0%
Charges, Fees, License, Permits, Fines, Assessments	-	3,728	-	-	-	-	-
All Other Revenue Resources	-	51,090	30,500	35,000	35,000	4,500	14.8%
General Fund Support	-	809,927	921,527	877,768	1,380,987	459,460	49.9%
Operating Revenue	-	2,043,460	2,130,742	2,135,242	2,594,702	463,960	21.8%
Total Revenue	-	3,073,533	2,636,502	2,641,002	3,072,745	436,243	16.5%
Personnel Services	-	1,831,849	2,218,731	1,998,158	2,380,309	161,578	7.3%
Materials & Services	-	429,020	417,771	436,289	692,436	274,665	65.7%
Operating Expense	-	2,260,869	2,636,502	2,434,447	3,072,745	436,243	16.5%
Transfers	-	-	-	-	-	-	-
Total Expense	-	2,260,869	2,636,502	2,434,447	3,072,745	436,243	16.5%
Revenues Less Expenses		812,664	-	206,555	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The 2021-2023 State budget and distribution percentage has not yet been finalized. Community Corrections will not be notified of final Grant in Aid funding figures until July 2021. At this time, we are basing our state FY21-22 revenue on the prior year's funding amount. 2 FTE positions remain vacant to accommodate a potential reduction in State funding for the FY21-23 biennium.



Coordination

Employee Development & Training

Purpose Statement

The purpose of the Employee Development and Training Program is to provide staff safety, 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

		FY18-19 Actual	FY19-20 Actual	FY20-21 Target	FY20-21 Actuals as of 12/31/20	FY21-22 Target
Strategic Result	85% of managers and supervisors score High or Very High in an annual survey of the Standard Interview of Evidence Use	New	New	New	New	85%
Strategic Result	80% of employees surveyed annually will report they work in an environment that prioritizes workplace trauma support and education	New	New	New	New	80%
Result	% training participants who demonstrate knowledge gain based on pre-test/post-test results	New	New	New	New	
Result	% sworn employees who exceeded the statewide standard for training hours	New	New	New	New	
Output	# hours of evidence-based practice training provided				8.00	
Output	# peer support contacts provided				78	

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

	FY18-19 Actual	FY19-20 Actual	FY20-21 Amended Budget	FY20-21 Projected Year End	FY21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,211,242	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	4,520,320	112,494	19,836	19,836	19,836	-	0%
Charges, Fees, License, Permits, Fines, Assessments	617,068	-	-	-	-	-	-
All Other Revenue Resources	82,115	-	-	-	-	-	-
General Fund Support	1,976,686	20,025	12,739	12,739	12,739	-	0%
Operating Revenue	7,196,189	132,519	32,575	32,575	32,575	-	0%
Total Revenue	8,407,431	132,519	32,575	32,575	32,575	-	0%
Personnel Services	5,683,285	92,432	-	-	-	-	-
Materials & Services	1,623,236	37,196	32,575	28,329	32,575	-	0%
Operating Expense	7,306,521	129,628	32,575	28,329	32,575	-	0%
Total Expense	7,306,521	129,628	32,575	28,329	32,575	-	0%
Revenues Less Expenses	1,100,910	2,891	-	4,246	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 Community Corrections so they have the resources they need to appropriately supervise and assist clients in prosocial community reintegration.

Performance Narrative Statement

The Operational Support Services program adopted a \$683,235 operating budget. These resources will provide FTE to intake and assign over 1,400 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

		FY18-19 Actual	FY19-20 Actual	FY20-21 Target	FY20-21 Actuals as of 12/31/20	FY21-22 Target
Result	% clients appropriately and accurately assigned to services within 48 hours	New	New	New	96%	
Output	# new assignments processed	New	New	New	624	

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

	FY18-19 Actual	FY19-20 Actual	FY20-21 Amended Budget	FY20-21 Projected Year End	FY21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	21,451	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	400,733	380,007	380,007	380,007	-	0%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
General Fund Support	-	339,343	318,343	318,343	303,228	(15,115)	-4.7%
Operating Revenue	-	740,076	698,350	698,350	683,235	(15,115)	-2.2%
Total Revenue	-	761,527	698,350	698,350	683,235	(15,115)	-2.2%
Personnel Services	-	576,359	565,074	551,860	588,802	23,728	4.2%
Materials & Services	-	122,346	133,276	123,066	94,433	(38,843)	-29.1%
Operating Expense	-	698,705	698,350	674,926	683,235	(15,115)	-2.2%
Transfers	-	-	-	-	-	-	-
Total Expense	-	698,705	698,350	674,926	683,235	(15,115)	-2.2%
Revenues Less Expenses	-	62,822	-	23,424	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The 2021-2023 State budget and distribution percentage has not yet been finalized. Community Corrections will not be notified of final Grant in Aid funding figures until July 2021. At this time, we are basing our State FY21-22 revenue on the prior year's funding amount.



Reintegration Residential Treatment & Counseling

Purpose Statement

The purpose of the Residential Treatment and Counseling Program is to provide guidance, treatment, employment & housing services to clients so they can achieve sustainable, long-term recovery and psychological well-being.

Performance Narrative Statement

The Residential Treatment & Counseling program adopted a \$5,209,780 operating budget. These resources will allow FTE to operate 62 Clackamas Substance Abuse Program (CSAP) treatment beds, 10 Short-Term Transitional Leave (STTL) beds, and 10 Transition beds. The program provides aftercare treatment and support services for CSAP clients when they transition from a treatment bed to supportive housing. Due to the COVID pandemic from Mar-Nov 2020 capacity has been reduced to one building and a maximum of 40 clients (30 men, and 10 women).

Key Performance Measures

		FY18-19 Actual	FY19-20 Actual	FY20-21 Target	FY20-21 Actuals as of 12/31/20	FY21-22 Target
Strategic Result	40% of residential clients who have successfully completed the CSAP will not get arrested on a new alcohol or drug charge within one year of completion	New	New	New	94%	40%
Result	% people enrolled in CSAP who successfully completed the program	New	New	New	82%	
Output	# men in Residential Treatment	New	New	New	19	
Output	# women in Residential Treatment	New	New	New	14	

Program includes:

- Mandated Services N
- 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 **Shared Services:** with the State as listed on Association of Counties chart.
- Grant Funding:** Justice Reinvestment carryover funds from 2019-2021 biennium to fund STTL and CSAP expansion through December 2021. BJA grant to develop diversion strategies that target incarcerated individuals eligible for early release to treatment, and individuals on probation re-entering the community.



Budget Summary

	FY18-19 Actual	FY19-20 Actual	FY20-21 Amended Budget	FY20-21 Projected Year End	FY21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	648,370	561,470	599,115	209,651	(351,819)	-62.7%
Federal, State, Local, All Other Gifts & Donations	-	2,862,167	3,792,697	4,105,136	3,856,172	63,475	1.7%
Charges, Fees, License, Permits, Fines, Assessments	-	127,321	134,275	48,000	48,000	(86,275)	-64.3%
All Other Revenue Resources	-	6,168	500	500	500	-	0%
Other Interfund Transfers	-	-	-	-	49,275	49,275	-
General Fund Support	-	667,711	1,179,214	1,118,054	1,164,467	(14,747)	-1.3%
Operating Revenue	-	3,663,367	5,106,686	5,271,690	5,118,414	11,728	0.2%
Total Revenue	-	4,311,737	5,668,156	5,870,805	5,328,065	(340,091)	-6.0%
Personnel Services	-	2,843,588	3,335,218	3,552,006	3,594,368	259,150	7.8%
Materials & Services	2,174	1,398,862	2,065,627	1,680,268	1,615,412	(450,215)	-21.8%
Operating Expense	2,174	4,242,450	5,400,845	5,232,274	5,209,780	(191,065)	-3.5%
Special Payments	-	-	267,311	269,928	118,285	(149,026)	-55.8%
Transfers	-	-	-	-	-	-	-
Total Expense	2,174	4,242,450	5,668,156	5,502,202	5,328,065	(340,091)	-6.0%
Revenues Less Expenses	-2,174	69,287	-	368,603	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The 2021-2023 State budget and distribution percentage has not yet been finalized. Community Corrections will not be notified of final Grant in Aid funding figures until July 2021. At this time, we are basing our state FY21-22 revenue on the prior year's funding amount. 2 FTE positions were eliminated due to the reduction in State funding during the FY19-21 biennium. 2 FTE positions remain vacant to accommodate a potential reduction in State funding for the FY21-23 biennium. Due to the COVID pandemic from Mar-Nov 2020 capacity has been reduced to one building and a maximum of 40 clients (30 men, and 10 women).



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 remain in the community without an increased threat to public safety.

Performance Narrative Statement

The Parole & Probation program adopted a \$6,403,445 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

		FY18-19 Actual	FY19-20 Actual	FY20-21 Target	FY20-21 Actuals as of 12/31/20	FY21-22 Target
Strategic Result	20% reduction in new criminal convictions of parole and probation clients within a year following the end of their supervision	New	New	New	-12%	20%
Strategic Result	85% of Community Corrections clients in need of treatment (as determined by assessment or mental health practitioner referral) will be provided mental health services	New	New	New	New	85%
Strategic Result	5% increase in parole and probation clients who live in stable housing by the end of supervision	New	New	New	New	5%
Strategic Result	5% increase in Parole and Probation clients who are in the labor force and earning a livable wage by the end of supervision	New	New	New	New	5%
Result	% Parole and Probation clients evaluated and recommended for Substance Use Disorder treatment who complete substance abuse treatment by the end of supervision	New	New	New	New	
Result	80% of victims who are due restitution receive it	New	New	New	New	
Output	Client office visits					

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

	FY18-19 Actual	FY19-20 Actual	FY20-21 Amended Budget	FY20-21 Projected Year End	FY21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	530,000	54,976	322,050	236,155	181,179	329.6%
Federal, State, Local, All Other Gifts & Donations	-	2,843,980	3,511,424	3,761,418	3,761,418	249,994	7.1%
Charges, Fees, License, Permits, Fines, Assessments	-	551,059	608,000	500,000	810,500	202,500	33.3%
All Other Revenue Resources	-	32,602	22,617	5,850	5,850	(16,767)	-74.1%
General Fund Support	-	1,187,955	1,628,858	1,786,851	1,589,522	(39,336)	-2.4%
Operating Revenue	-	4,615,596	5,770,899	6,054,119	6,167,290	396,391	6.9%
Total Revenue	-	5,145,596	5,825,875	6,376,169	6,403,445	577,570	9.9%
Personnel Services	-	3,893,845	4,398,356	4,009,725	4,700,826	302,470	6.9%
Materials & Services	400	1,020,350	1,427,519	2,023,093	1,696,775	269,256	18.9%
Capital Outlay	-	9,942	-	5,844	5,844	5,844	-
Operating Expense	400	4,924,137	5,825,875	6,038,662	6,403,445	577,570	9.9%
Transfers	-	-	-	-	-	-	-
Total Expense	400	4,924,137	5,825,875	6,038,662	6,403,445	577,570	9.9%
Revenues Less Expenses	(400.00)	221,459	-	337,507	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The 2021-2023 State budget and distribution percentage has not yet been finalized. Community Corrections will not be notified of final Grant in Aid funding figures until July 2021. At this time, we are basing our state FY21-22 revenue on the prior year's funding amount. 3 FTE positions remain vacant to accommodate a potential reduction in State funding for the FY21-23 biennium.



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 adopted a \$131,386 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

		FY18-19 Actual	FY19-20 Actual	FY20-21 Target	FY20-21 Actuals as of 12/31/20	FY21-22 Target
Result	% victims who are given information on resources that are available and how to access them	New	New	New	96%	
Result	% domestic violence victims who need domestic violence resources due to intimate partner violence, stalking, or sexual assault and are given a referral to the Family Justice Center				63%	
Result	% domestic violence victims that use Victim Services and request a no contact order modification who subsequently complete a safety plan				100%	
Output	# safety plans created	New	New	New	343	

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

Victim Services

Budget Summary

	FY18-19 Actual	FY19-20 Actual	FY20-21 Amended Budget	FY20-21 Projected Year End	FY21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	4,112	4,112	-	(4,112)	-100.0%
Federal, State, Local, All Other Gifts & Donations	-	28,027	28,027	28,027	28,027	-	0%
General Fund Support	-	93,012	99,533	99,533	103,359	3,826	3.8%
Operating Revenue	-	121,039	127,560	127,560	131,386	3,826	3.0%
Total Revenue	-	121,039	131,672	131,672	131,386	(286)	-0.2%
Personnel Services	-	108,669	122,421	119,161	125,714	3,293	2.7%
Materials & Services	-	9,820	9,251	9,251	5,672	(3,579)	-38.7%
Operating Expense	-	118,489	131,672	128,412	131,386	(286)	-0.2%
Total Expense	-	118,489	131,672	128,412	131,386	(286)	-0.2%
Revenues Less Expenses	-	2,550	-	3,260	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Reintegration Pretrial Services

Purpose Statement

The purpose of the Pretrial Services Program is to provide court-appointed monitoring services to defendants who are deemed eligible through evidence-based risk assessment and judicial review so they can return to their homes and communities in a manner that enhances community safety, thus freeing jail resources to focus on highest risk adults in custody.

Performance Narrative Statement

The Pretrial Services program adopted a \$960,563 operating budget. These resources will provide FTE at Pretrial Services to conduct pretrial assessments and monitoring.

Key Performance Measures

		FY18-19 Actual	FY19-20 Actual	FY20-21 Target	FY20-21 Actuals as of 12/31/20	FY21-22 Target
Result	% defendants who are not charged with a new offense during the pretrial stage	New	New	New	13%	
Result	% adults in custody at Clackamas County Jail who were classified as forced releases (monthly average)	New	New	New	11%	
Result	% defendants who make all scheduled court appearances	New	New	New	63%	
Output	# pretrial assessments completed	New	New	New	283	

Program includes:

- Mandated Services N
- 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 **Shared Services:** with the State as listed on Association of Counties chart.
- Grant Funding:** Justice Reinvestment carryover funds from FY2019-2021 biennium to fund Pretrial program through December 2021.



Reintegration

Pretrial Services

Budget Summary

	FY18-19 Actual	FY19-20 Actual	FY20-21 Amended Budget	FY20-21 Projected Year End	FY21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	442,046	1,556,183	773,873	970,472	294,034	(479,839)	-62.0%
All Other Revenue Resources	-	-	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations	720,156	1,191,657	666,529	666,539	666,529	-	0%
General Fund Support	-	193,788	325,348	325,348	-	(325,348)	-100.0%
Operating Revenue	720,156	1,385,445	991,877	991,887	666,529	(325,348)	-32.8%
Total Revenue	1,162,202	2,941,628	1,765,750	1,962,359	960,563	(805,187)	-45.6%
Personnel Services	496,725	1,277,769	1,218,635	953,031	647,423	(571,212)	-46.9%
Materials & Services	46,249	942,664	547,115	236,694	313,140	(233,975)	-42.8%
Operating Expense	542,974	2,220,433	1,765,750	1,189,725	960,563	(805,187)	-45.6%
Transfers	-	-	-	-	-	-	-
Total Expense	542,974	2,220,433	1,765,750	1,189,725	960,563	(805,187)	-45.6%
Revenues Less Expenses	619,228	721,195	-	772,634	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Reintegration Community Service

Purpose Statement

The purpose of the Community Service Program is to provide sentencing alternative services to justice-involved individuals so they can be accountable for their offense, while remaining in their community and providing cost-effective labor to local municipal partners.

Performance Narrative Statement

The Community Service program adopted a \$531,369 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. Community Service program was shut down due to the COVID pandemic from Mar - Nov 2020.

Key Performance Measures

		FY18-19 Actual	FY19-20 Actual	FY20-21 Target	FY20-21 Actuals as of 12/31/20	FY21-22 Target
Output	# community service hours provided	New	New	New	0	
Result	% community service clients attending orientation that successfully complete their hours	New	New	New	38%	
Result	# Clackamas County jail bed days not used because client was assigned to or opted for Community Service	New	New	New	New	
Result	% out-of-custody sanctions who are eligible for community service that receive sanctions in lieu of jail time	New	New	New	12%	

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
Community Service
Budget Summary

	FY18-19 Actual	FY19-20 Actual	FY20-21 Amended Budget	FY20-21 Projected Year End	FY21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	32,419	32,419	59,919	27,500	84.8%
Charges, Fees, License, Permits, Fines, Assessments	-	225,803	249,000	164,250	164,250	(84,750)	-34.0%
All Other Revenue Resources	-	1,891		-	-	-	-
General Fund Support	-	342,235	363,201	363,201	307,200	(56,001)	-15.4%
Operating Revenue	-	569,929	612,201	527,451	471,450	(140,751)	-23.0%
Total Revenue	-	569,929	644,620	559,870	531,369	(113,251)	-17.6%
Personnel Services	-	410,905	532,469	379,734	439,784	(92,685)	-17.4%
Materials & Services	-	87,824	112,151	105,901	91,585	(20,566)	-18.3%
Operating Expense	-	498,729	644,620	485,635	531,369	(113,251)	-17.6%
Transfers	-	-	-	-	-	-	-
Total Expense	-	498,729	644,620	485,635	531,369	(113,251)	-17.6%
Revenues Less Expenses	-	71,200	-	74,235	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Community Service program was shut down due to the COVID pandemic from Mar - Nov 2020.

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Disaster Management

Daniel Nibouar, Interim Deputy Director

**2200 Kaen Road Suite A
Oregon City, Oregon 97045
503-655-8378**

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



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 Department (23)

Nancy Bush - Director

FTE 15.8

Total Adopted \$4,152,871

General Fund Support \$3,638,921

Disaster Management & Medical Examiner

Nancy Bush-Mgr

Total Adopted

\$4,152,871

Gen Fund \$3,638,921

Disaster Management

Nancy Bush-Mgr

FTE 9.0

Total Adopted

\$3,047,510

Gen Fund \$2,533,560

Medical Examiner's Office

Cathy Phelps-Mgr

FTE 6.0

Total Adopted

\$1,086,199

Gen Fund \$1,086,199

Disaster Activation

Nancy Bush-Mgr

FTE 0.8

Total Adopted

\$19,162

Gen Fund \$19,162



Disaster Management Department (23)

Department Budget Summary by Fund

Line of Business	FY 21/22		FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	<i>Prog#</i>	FTE	General Fund	Total Adopted Budget	General Fund Support Included in Adopted Budget**
Disaster Management & Medical Examiner					
Disaster Management	230101	9.0	3,047,510	3,047,510	2,533,560
Medical Examiner's Office	230102	6.0	1,086,199	1,086,199	1,086,199
Disaster Activation	230103	0.8	19,162	19,162	19,162
TOTAL		15.8	4,152,871	4,152,871	3,638,921
FY 20/21 Budget		11.8	8,224,589	8,224,589	2,065,948
\$ Increase (Decrease)		4.0	-4,071,718	-4,071,718	1,572,973
% Increase (Decrease)		33.9%	-49.5%	-49.5%	76.1%

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



Disaster Management

Disaster Management

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 \$3,047,510 budget. The funding amount includes anticipated Urban Area Security Initiative (UASI) funding, which is pass-through dollars of approximately \$100,000. The Emergency Management Performance Grant (EMPG) is expected to be around \$160,000, which helps offset the cost of staff in the operational budget. This federal funding is unstable for future years. 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 18-19 Actual	FY 19-20 Actuals	FY 20-21 Target	FY 20-21 Actuals as of 3/1/21	FY 21-22 Target
Result Measure	90% of required Disaster Management Plans that are up to date and approved	95%	100%	100%	100%	Discontinued
Result Measure	75% Clackamas County Departments have up to date, approved Continuity of Operations Plans in place ¹	35%	75%	100%	100%	75%
Output	85% of Public Alert calls connected to residents	93%	85%	88%	85%	85%

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.

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 \$160,000 to offset salaries for Clackamas County Emergency Management Program Operations staff. In order to get federal funding for federally declared events and mitigation dollars the program must also adhere to the federal Stafford Act.
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Disaster Management

Disaster Management

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	878,166	1,245,096	486,171	1,700,237	-	(486,171)	-100%
Federal, State, Local, All Other Gifts & Donations	644,140	1,196,764	1,274,787	876,012	434,200	(840,587)	-66%
Charges, Fees, License, Permits, Fines, Assessments	9,068	30,634	40,000	40,000	79,750	39,750	99%
All Other Revenue Resources	18,011	13,167	4,000	12,220	-	(4,000)	-100%
General Fund Support	1,282,643	1,096,059	848,104	848,104	2,533,560	1,685,456	199%
Operating Revenue	1,953,862	2,336,624	2,166,891	1,776,336	3,047,510	880,619	41%
Total Revenue	2,832,028	3,581,720	2,653,062	3,476,573	3,047,510	394,448	15%
Personnel Services	969,162	858,497	1,081,875	1,030,863	1,549,180	467,305	43%
Materials and Services	569,115	598,784	838,919	837,811	1,184,130	345,211	41%
Capital Outlay	-	479,035	783,280	366,280	-	(783,280)	-100%
Operating Expense	1,538,277	1,936,315	2,704,074	2,234,954	2,733,310	29,236	1%
Special Payments	82,873	-	-	-	314,200	314,200	-
Transfers	-	-	-	353,474	-	-	-
Total Expense	1,621,150	1,936,315	2,704,074	2,588,428	3,047,510	343,436	13%
Revenues Less Expenses	1,210,878	1,645,404	(51,012)	888,145	-	51,012	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Disaster Management traditionally receives the Emergency Management Performance Grant (EMPG), which support staff. The grant has a 50% match requirement. Because the state formula continues to change there is not a consistent income from the grant. This year Disaster Management is expecting \$160,000. Federal Grant declined by 66% due to a buy-out through a FEMA Mitigation Grant being completed, Personnel Services increased by 43% due to added program staff, and Materials and Services increased by 41% due to an increase in community projects.



Medical Examiner

Medical Examiner's Office

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's Office Program adopts a \$1,086,199 budget. 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as 12/31/20	FY 21-22 Target
Result	% of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted.	3%	3%	4%	5%	4%
Result	% of the conducted Quality Assurance Reviews demonstrated to have no exceptions or non-compliance with protocols and established professional standards.	97%	95%	95%	85%	95%
Result	Total Number of Medical Examiner Cases	1036*	1045*	1,200	1241*	1,200
	Number of On-Scene Investigations	285*	285*	366	341*	366
	Number of Reportable - Limited Investigations	751*	760*	834	904*	950

*Calendar Year

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.**



Medical Examiner
Medical Examiner's Office

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	33,715	38,506	11,155	-	-	(11,155)	-100%
Federal, State, Local, All Other Gifts & Donations	-	24,983	-	4,772	-	-	-
General Fund Support	888,540	941,300	980,004	980,004	1,086,199	106,195	11%
Operating Revenue	888,540	966,283	980,004	984,776	1,086,199	106,195	11%
Total Revenue	922,255	1,004,789	991,159	984,776	1,086,199	95,040	10%
Personnel Services	728,124	785,043	811,717	809,483	898,791	87,074	11%
Materials & Services	121,965	164,435	179,442	175,293	187,408	7,966	4%
Operating Expenditure	850,089	949,478	991,159	984,776	1,086,199	95,040	10%
Transfers	-	-	-	-	-	-	-
Total Expense	850,089	949,478	991,159	984,776	1,086,199	95,040	10%
Revenues Less Expenses	72,166	55,310	-	-	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The Medical Examiner's Office is a fairly stable office, which is 100% funded by general fund. For the FY21-22 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.



Disaster Management

Disaster Activation

Purpose Statement

The purpose of the Disaster Management Activation Program is for coordination of County response to EOC activations for undeclared disasters and for all local, state and federal disaster declarations. The coordination includes all residents, businesses, and visitors in Clackamas County, including their family pets and livestock (Federal Stafford Act). The Emergency Operations Center (EOC) works towards equitable access to resources to aid in a quick recovery.

Performance Narrative Statement

The Disaster Activation Program adopts a \$19,162 budget. The funding amount includes. This federal funding is unstable for future years. 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 18-19 Actual	FY 19-20 Actuals	FY 20-21 Target	FY 20-21 Actuals as of 3/1/21	FY 21-22 Actuals
Output	Number of Animals sheltered during an event ¹	N/A	N/A	N/A	748	UNK
Output	Number of RV's and families Sheltered by Clackamas County during an event ²	N/A	N/A	N/A	2,284	UNK
Output	During an event activation, number of Messaging (PIO) released on social media platforms, hits to posts, and other avenues of reaching the community. ³	N/A	N/A	N/A	546,208	UNK
Output	Reportable Staff time dedicated to disaster event establishing shelters, delivering messaging, fulfilling resources requests and providing resources to residents. ⁴	N/A	N/A	N/A	25,134	UNK
Output	Percentage of calls answered at the Public Inquiry Center (PIC) to the number of callers sent to the Public Inquiry line during an event. ⁵	N/A	N/A	N/A	5,075	UNK

¹ Number reflects animals housed during Fire event in Sept and November.

² Public, Private, and Faith Based Organization counts are estimates based on multiple point in time counts. The number in the chart reflects the best estimate of overall occupancy at that site during shelter operations. Red Cross statistics for non-congregate shelter are approximate. Counts were consolidated for the entire incident. A best guess is parsed out for Clackamas County. McIver State Park is not included here. Evacuees are included in the Seventh-day Adventists HQ count.

³ Numbers include 544,708 page views by citizens and 1500 social media posts produced by PIO Staff.

⁴ Staff time is from overall county staff that reported codes 00132 (18,538.27 hrs) and 00140 (6595.40 hrs) on their timesheets.

⁵ We are unable to provide the percentage of calls answered due to data collection system constraints. During the wildland fire events the phone lines were overwhelmed, with callers. This is supported by the fact that 2,910 of these calls were received during September and October.

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: 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. The Federal Stafford Act applies to all federally declared events.



Disaster Activation

Disaster Activation

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance							
Federal, State, Local, All Other Gifts & Donations	-	57,036	4,342,528	1,318,249	-	(4,342,528)	-100.0%
All Other Revenue Resources	-	972	-	2,000	-	-	-
General Fund Support	-	-	237,840	-	19,162	(218,678)	-91.9%
Operating Revenue	-	58,008	4,580,368	1,320,249	19,162	(4,561,206)	-99.6%
Total Revenue	-	58,008	4,580,368	1,320,249	19,162	(4,561,206)	-99.6%
Personnel Services	-	-	263,951	181,321	9,162	(254,789)	-96.5%
Materials & Services	-	58,487	3,650,405	833,603	10,000	(3,640,405)	-99.7%
Operating Expenditure	-	58,487	3,914,356	1,014,924	19,162	(3,895,194)	-99.5%
Special Payments	-	-	615,000	305,325	-	(615,000)	-100.0%
Total Expense	-	58,487	4,529,356	1,320,249	19,162	(4,510,194)	-99.6%
Revenues Less Expenses	-	(478)	51,012	-	-	(51,012)	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The Disaster Activation Program is used only for local, state, or federal declared incidents. If we have a declared incident that goes into the fiscal year or a new one is declared, this Program is used to track the funding and expense for the incident. Adjustments will be made to this Program as needed throughout the fiscal year.



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CLACKAMAS
C O U N T Y



District Attorney

John Wentworth, District Attorney

**807 Main Street
Oregon City, Oregon 97045
503-655-8431**

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



Department Mission

The Clackamas County District Attorney's Office serves more than 420,000 people in the third-largest county in the state of Oregon. Our top priority is to seek justice for crime victims and to ensure a safe community for all who live, work and play in Clackamas County.

District Attorney (24) John Wentworth FTE 82.7 Total Adopted \$ 15,448,551 General Fund Support \$ 11,993,100

District Attorney's Office Brandi Pelham Total Adopted \$3,275,329 Gen Fund \$ 2,913,529	Justice & Public Safety Chris Owen Total Adopted \$8,240,359 Gen Fund \$ 8,000,359	Family Support Sarah Dumont Total Adopted \$2,081,771 Gen Fund \$ 470,020	Victim & Support Services Carrie Walker Total Adopted \$1,851,092 Gen Fund \$ 609,192
Office of the District Attorney John Wentworth FTE 7.6 Total Adopted \$2,167,052 Gen Fund \$ 1,805,252	Adult & Juvenile Criminal Prosecution & Case Resolution Chris Owen FTE 12.1 Total Adopted \$2,780,238 Gen Fund \$ 2,780,238	Child Support Enforcement Sarah Dumont FTE 13.9 Total Adopted \$2,081,771 Gen Fund \$ 470,020	Victim Assistance Carrie Walker FTE 10.0 Total Adopted \$1,851,092 Gen Fund \$ 609,192
Business Administration Brandi Pelham FTE 2.4 Total Adopted \$646,305 Gen Fund \$ 646,305	Adult & Juvenile Criminal Prosecution & Case Resolution Support Brandi Pelham FTE 18.6 Total Adopted \$2,085,833 Gen Fund \$ 1,845,833		
Policy, Performance & Partnerships Brandi Pelham FTE 2.1 Total Adopted \$461,972 Gen Fund \$ 461,972	Operational Development & Innovation Brandi Pelham FTE 6.3 Total Adopted \$1,126,499 Gen Fund \$ 1,126,499		
	Post-Adjudication Chris Owen FTE 3.9 Total Adopted \$858,977 Gen Fund \$ 858,977		
	Pre-Charging Assistance Chris Owen FTE 5.9 Total Adopted \$1,388,812 Gen Fund \$ 1,388,812		



District Attorney (24)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	<i>Prog#</i>	FTE	General Fund	Total Adopted Budget	General Fund Support Included in Adopted Budget**
District Attorney's Office					
Office of the District Attorney	240101	7.6	2,167,052	2,167,052	1,805,252
Business Administration	240102	2.4	646,305	646,305	646,305
Policy, Performance & Partnerships	240103	2.1	461,972	461,972	461,972
Family Support					
Child Support Enforcement	240202	13.9	2,081,771	2,081,771	470,020
Justice & Public Safety					
Adult & Juvenile Criminal Prosecution & Case Resolution	240302	12.1	2,780,238	2,780,238	2,780,238
Adult & Juvenile Criminal Prosecution & Case Resolution Support	240303	18.6	2,085,833	2,085,833	1,845,833
Operational Development & Innovation	240304	6.3	1,126,499	1,126,499	1,126,499
Post-Adjudication	240305	3.9	858,977	858,977	858,977
Pre-Charging Assistance	240306	5.9	1,388,812	1,388,812	1,388,812
Victim & Support Services					
Victim Assistance	240401	10.0	1,851,092	1,851,092	609,192
TOTAL		82.7	15,448,551	15,448,551	11,993,100
FY 20/21 Budget		82.7	15,182,445	15,182,445	11,557,337
\$ Increase (Decrease)		0.0	266,106	266,106	435,763
% Increase (Decrease)		0.0%	1.8%	1.8%	3.8%

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



District Attorney's Office

Office of the District Attorney

Purpose Statement

The purpose of the Business Administration & Operations line of business is to provide fiscal, personnel, and technological support ensuring efficient, effective operations across the organization. As the new elected District Attorney for Clackamas County, I am working with office leadership to improve services to the public by building on the hard work and dedication of former elected officials. I look forward to presenting detailed performance data at the program level in the coming years.

Performance Narrative Statement

A diverse professional workforce is required to provide a broad range of services that meet the District Attorney's ethical and legal obligations under the law, serve the needs of a diverse population, align with public priorities and support the Board of County Commissioners 2021-2025 strategic goals.

To achieve the intended outcomes above within a complex system such as public safety, an organization must maintain a highly efficient and effective operational framework that remains as dynamic as the system within its working. The services provided by this line of business support the other three lines of business and the work that staff administer through the following eleven programs.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	The number of law enforcement reports transmitted electronically from law enforcement agencies to the DA's Office.	19,024	21,312	20,000	16,983	22,000
Result	The number of Discovery packets submitted to defense attorneys through Prosecutor by Karpel (PBK) our case management system.	10,460	10,158	13,000	10,434	14,000
Result	The number of support staff overtime hours worked to process backlogs in New Case Intake, Trial & Grand Jury Subpoenas, Evidence, & Discovery.	NEW	NEW	NEW	1,639	500
Result	The number of "Response to Discovery" invoices billed to defense attorneys.	14,881	13,872	13,000	10,704	14,000

Program includes:

Mandated Service 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



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	718,956	64,072	97,604	571,206	361,800	264,196	270.7%
Federal, State, Local, All Other Gifts & Donations	134,915	181,068	-	14,347	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	233,712	254,291	240,000	195,000	-	(240,000)	-100.0%
All Other Revenue Resources	53	(16,882)	-	(10,000)	-	-	-
General Fund Support	9,554,553	10,734,522	10,941,273	10,941,200	1,805,252	(9,136,021)	-83.5%
Operating Revenue	9,923,233	11,152,999	11,181,273	11,140,547	1,805,252	(9,376,021)	-83.9%
Total Revenue	10,642,189	11,217,071	11,278,877	11,711,753	2,167,052	(9,111,825)	-80.8%
Personnel Services	8,480,336	8,910,701	9,743,998	9,701,200	1,046,535	(8,697,463)	-89.3%
Materials & Services	1,613,427	1,400,028	1,435,879	1,578,500	1,120,517	(315,362)	-22.0%
Operating Expense	10,093,763	10,310,729	11,179,877	11,279,700	2,167,052	(9,012,825)	-80.6%
Special Payments	80,000	80,000	80,000	80,000	-	(80,000)	-100.0%
Transfers	-	-	19,000	19,053	-	(19,000)	-100.0%
Total Expense	10,173,763	10,390,729	11,278,877	11,378,753	2,167,052	(9,111,825)	-80.8%
Revenues Less Expenses	468,426	826,342	-	333,000	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The duties and responsibilities encompassing public safety have not changed much over the years, yet the expectation for how employees who are responsible for public safety respond to offenders and the increase in crime has evolved significantly over the past twenty years. As in years past, prosecutors prosecute criminals, and attain justice for victims. Additionally, society expects prosecutors to work collaboratively with social service agencies to participate in committees and/or develop alternative sentencing programs that are less punitive, and/or restorative for offenders.

These committees and programs intend to provide offenders with opportunities to learn from their mistakes with the notion that once they are back on track they are less likely to reoffend, and become productive members of society. The number of committees and alternative programs we are expected to develop and/or participate in continue to increase; currently we chair and/or participate in 27 programs/committees. The additional workload that comes with participating in committees and alternative sentencing programs are in addition to the basic function of our traditional role in public safety of prosecuting offenders who commit crimes. The current level of resources dedicated to prosecuting cases is no longer sustainable and backlog has developed. The workload brought about from participating in committees and programs further add to our resource problem.



Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	646,305	646,305	-
Operating Revenue	-	-	-	-	646,305	646,305	-
Total Revenue	-	-	-	-	646,305	646,305	-
Personnel Services	-	-	-	-	415,853	415,853	-
Materials & Services	-	-	-	-	230,452	230,452	-
Operating Expense	-	-	-	-	646,305	646,305	-
Total Expense	-	-	-	-	646,305	646,305	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

New program begins in FY21-22.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



District Attorney's Office
Policy, Performance, & Partnerships

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	461,972	461,972	-
Operating Revenue	-	-	-	-	461,972	461,972	-
Total Revenue	-	-	-	-	461,972	461,972	-
Personnel Services	-	-	-	-	461,972	461,972	-
Operating Expense	-	-	-	-	461,972	461,972	-
Total Expense	-	-	-	-	461,972	461,972	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

New program begins in FY21-22.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Family Support

Child Support Enforcement

Purpose Statement

To provide establishment, enforcement, and case management services to families so they can support their children.

Performance Narrative Statement

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 percentage of current support collected and distributed. Over the past year, the Family Support Office has distributed over \$24.1 million dollars to children and families. The office has also collected 80.30% of current support due as compared to the 56.92% collected by the Department of Child Support. Further, for every dollar spent by the Family Support Office, \$14.54 is collected for children and families. As a result of our successful collection efforts on behalf of families and children, we estimate we will receive \$113,070 in federal incentive money. This fiscal year the Family Support Office will focus on strengthening our results in the Federal Performance Measures, including current and arrears collections.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	Collections - Percentage of Current Support Collected (Based on Fed FY Oct 1 - Sept 30)	80.7%	80.7%	80.3%	80.3%	80.5%
Result	Current Collections Total (Based on Fed FY Oct 1 - Sept 30)	19.1 M	18.8 M	19.0 M	No Data Yet	19.1 M
Result	Arrears Collections Total (Based on Fed FY Oct 1 - Sept 30)	3.3 M	5.3 M	3.3 M	No Data Yet	3.4 M
Result	Federal Performance Incentives - Federal rewards for operating an effective and efficient child support program	\$139,149	\$125,127	\$113,070	\$113,070	\$120,000

Program includes:

Mandated Service 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



Family Support

Child Support Enforcement

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	35,400	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,363,857	1,435,315	1,875,271	1,761,300	1,611,751	(263,520)	-14.1%
All Other Revenue Resources	-	20	-	-	-	-	-
General Fund Support	332,659	284,005	87,503	87,500	470,020	382,517	437.1%
Operating Revenue	1,696,516	1,719,340	1,962,774	1,848,800	2,081,771	118,997	6.1%
Total Revenue	1,696,516	1,719,340	1,962,774	1,884,200	2,081,771	118,997	6.1%
Personnel Services	1,429,424	1,413,685	1,657,397	1,596,300	1,788,133	130,736	7.9%
Materials & Services	267,092	305,655	305,377	283,100	293,638	(11,739)	-3.8%
Operating Expense	1,696,516	1,719,340	1,962,774	1,879,400	2,081,771	118,997	6.1%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Expense	1,696,516	1,719,340	1,962,774	1,879,400	2,081,771	118,997	6.1%
Revenues Less Expenses	-	-	-	4,800	-	-	

Significant Issues and Changes

New program begins in FY21-22.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Justice & Public Safety

Adult & Juvenile Criminal Prosecution & Case Resolution

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	2,780,238	2,780,238	-
Operating Revenue	-	-	-	-	2,780,238	2,780,238	-
Total Revenue	-	-	-	-	2,780,238	2,780,238	-
Personnel Services	-	-	-	-	2,719,738	2,719,738	-
Materials & Services	-	-	-	-	60,500	60,500	-
Operating Expense	-	-	-	-	2,780,238	2,780,238	-
Total Expense	-	-	-	-	2,780,238	2,780,238	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

New program begins in FY21-22.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Justice & Public Safety

Adult & Juvenile Criminal Prosecution & Case Resolution Support

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	240,000	240,000	-
General Fund Support	-	-	-	-	1,845,833	1,845,833	-
Operating Revenue	-	-	-	-	2,085,833	2,085,833	-
Total Revenue	-	-	-	-	2,085,833	2,085,833	-
Personnel Services	-	-	-	-	2,063,333	2,063,333	-
Materials & Services	-	-	-	-	22,500	22,500	-
Operating Expense	-	-	-	-	2,085,833	2,085,833	-
Total Expense	-	-	-	-	2,085,833	2,085,833	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

New program begins in FY21-22.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Justice & Public Safety

Operational Development & Innovation

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	1,126,499	1,126,499	-
Operating Revenue	-	-	-	-	1,126,499	1,126,499	-
Total Revenue	-	-	-	-	1,126,499	1,126,499	-
Personnel Services	-	-	-	-	1,126,499	1,126,499	-
Operating Expense	-	-	-	-	1,126,499	1,126,499	-
Total Expense	-	-	-	-	1,126,499	1,126,499	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

New program begins in FY21-22.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Justice & Public Safety

Post-Adjudication

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	858,977	858,977	-
Operating Revenue	-	-	-	-	858,977	858,977	-
Total Revenue	-	-	-	-	858,977	858,977	-
Personnel Services	-	-	-	-	858,977	858,977	-
Operating Expense	-	-	-	-	858,977	858,977	-
Total Expense	-	-	-	-	858,977	858,977	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

New program begins in FY21-22.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Justice & Public Safety

Pre-Charging Assistance

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	1,388,812	1,388,812	-
Operating Revenue	-	-	-	-	1,388,812	1,388,812	-
Total Revenue	-	-	-	-	1,388,812	1,388,812	-
Personnel Services	-	-	-	-	1,338,812	1,338,812	-
Materials & Services	-	-	-	-	50,000	50,000	-
Operating Expense	-	-	-	-	1,388,812	1,388,812	-
Total Expense	-	-	-	-	1,388,812	1,388,812	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

New program begins in FY21-22.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Victim & Support Services

Victim Assistance

Purpose Statement

The purpose of the Victim Assistance Program is to provide comprehensive, collaborative advocacy, consultation, and victim rights services to crime victims and their families, so they can experience a meaningful role in the criminal justice process.

Performance Narrative Statement

The primary role of Victim Assistance is to provide crime victims support and information that enables them to understand and access the rights afforded them under the Oregon Constitution and the Oregon Revised Statutes.

In addition to this primary advocacy, Victim Assistance provides safety planning, resource referral and in person support to victims of all crimes at every stage of the criminal justice process. Victim Assistance is a collaborative partner with other agencies and programs within Clackamas County as well as in our region with the goal of minimizing barriers for victims of crime to access short and long term support and resources. The experience and knowledge of the Victim Assistance staff and volunteers is used to consult with prosecutors, law enforcement and other allied professionals to support a trauma informed response to victims of crime.

Key Performance Measures

		FY18-19 Actuals	FY19-20 Actuals	FY20-21 Target	FY20-21 Actuals to Date	FY21-22 Target
Result	Trained and maintained volunteer advocates that continue to provide support to victims of crime in Clackamas County.	22	29	29	27	30
Result	The percentage of available adult named victim(s) in criminal cases who were provided notice of their constitutional rights.	100%	100%	100%	100%	100%

Program includes:

Mandated Service 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



Victim & Support Services

Victim Assistance

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	908,709	1,170,457	1,321,260	1,251,600	1,165,900	(155,360)	-11.8%
Charges, Fees, License, Permits, Fines, Assessments	44,450	56,967	90,973	66,100	76,000	(14,973)	-16.5%
All Other Revenue Resources	1,867	-	-	-	-	-	-
General Fund Support	568,321	478,117	528,561	528,600	609,192	80,631	15.3%
Operating Revenue	1,523,347	1,705,541	1,940,794	1,846,300	1,851,092	(89,702)	-4.6%
Total Revenue	1,523,347	1,705,541	1,940,794	1,846,300	1,851,092	(89,702)	-4.6%
Personnel Services	913,670	1,008,996	1,155,476	1,086,300	1,152,049	(3,427)	-0.3%
Materials & Services	249,677	276,545	365,318	316,000	279,043	(86,275)	-23.6%
Operating Expense	1,163,347	1,285,541	1,520,794	1,402,300	1,431,092	(89,702)	-5.9%
Special Payments	360,000	420,000	420,000	420,000	420,000	-	0%
Total Expense	1,523,347	1,705,541	1,940,794	1,822,300	1,851,092	(89,702)	-4.6%
Revenues Less Expenses	-	-	-	24,000	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Justice Court

Karen Brisbin, Justice of the Peace

**11750 SE 82nd Ave #D
Happy Valley, Oregon 97086
503-794-3800**

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



Department Mission

The Mission of the Justice Court is to provide access to justice services so the public can resolve violations, small claims, civil and landlord/tenant cases in a local court within Clackamas County.

Justice Court (25)

Honorable Karen Brisbin, Justice of the Peace

FTE 7

Total Adopted \$3,342,309

General Fund Support \$ -

Justice Court

Laura Anderson

Total Adopted

\$3,342,309

Gen Fund \$ -

Criminal Division

Laura Anderson-Manager

FTE 6.5

Total Adopted

\$3,296,173

Gen Fund \$ -

Civil Division

Laura Anderson-Manager

FTE .50

Total Adopted

\$46,136

Gen Fund \$ -



Justice Court (25)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 21/22	FY 21/22	FY 21/22	FY 21/22 General Fund Support Included in Adopted Budget**
<i>Program</i>	<i>Prog #</i>	FTE	General Fund (100)	Total Adopted Budget	
Justice court					
Criminal Division	250101	6.50	3,296,173	3,296,173	
Civil Division	250102	0.50	46,136	46,136	
TOTAL		7.00	3,342,309	3,342,309	
FY 20/21 Budget		7.00	4,714,256	4,714,256	
\$ Increase (Decrease)		0.0	-1,371,947	-1,371,947	
% Increase (Decrease)		0%	-29.1%	-29.1%	

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



**Justice Court
Criminal Division**

Performance Narrative Statement

The purpose of the criminal division program is to provide access to judicial services by offering multiple options for the resolution of a violation so the public can comply with Oregon law.

Key Performance Measures

		FY18-19 Actual	FY19-20 Actual	FY20-21 Target	FY20-21 Projected Performance	FY21-22 Target
Result	65% of cited persons will be able to enter a plea in person, by telephone, by mail or online within 30 days of the first appearance date in order to promote public access to justice.	N/A	N/A	65%	63%	65%

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



Justice Court

Criminal Division

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,966,662	2,389,710	678,306	1,992,060	-	(678,306)	-100.0%
Federal, State, Local, All Other Gifts & Donations	-	21,104	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	4,007,525	3,349,944	3,710,950	2,380,000	3,012,832	(698,118)	-18.8%
All Other Revenue Resources	449,659	466,446	325,000	265,000	283,341	(41,659)	-12.8%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	4,457,184	3,837,494	4,035,950	2,645,000	3,296,173	(739,777)	-18.3%
Total Revenue	6,423,846	6,227,204	4,714,256	4,637,060	3,296,173	(1,418,083)	-30.1%
Personnel Services	617,637	642,735	829,070	787,261	791,398	(37,672)	-4.5%
Materials & Services	715,457	774,880	1,309,412	1,198,180	1,204,775	(104,637)	-8.0%
Operating Expense	1,333,094	1,417,615	2,138,482	1,985,441	1,996,173	(142,309)	-6.7%
Special Payments	1,325,534	1,158,538	-	1,800,000	1,300,000	1,300,000	-
Transfers	1,375,508	1,658,991	-	-	-	-	-
Contingency	-	-	775,774	-	-	(775,774)	-100.0%
Total Expense	4,034,136	4,235,144	2,914,256	3,785,441	3,296,173	381,917	13.1%
Revenue Less Expense	2,389,710	1,992,060	-	851,619	-	-	

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Performance Narrative Statement

The purpose of the civil division program is to provide access to judicial services for the resolution of small claims, civil and landlord/tenant cases by the public at a reasonable cost.

		Key Performance Measures				
		FY18-19 Actual	FY19-20 Actual	FY20-21 Target	FY20-21 Projected Performance	FY21-22 Target
Result	100% of standard small claims, civil and landlord/tenant forms along with annual updates will be accessible in a PDF fillable format on the court's website to improve accuracy, efficiency and convenience to the public through the availability of online forms.	N/A	N/A	90%	100%	100%
Result	90% of professionals will have access to the court's secure software in order to electronically file small claims, civil and landlord/tenant cases for efficiency and cost savings to the public.	N/A	N/A	N/A	N/A	N/A

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	46,136	46,136	-
Operating Revenue	-	-	-	-	46,136	46,136	-
Total Revenue	-	-	-	-	46,136	46,136	-
Personnel Services			-	-	46,136	46,136	-
Operating Expense	-	-	-	-	46,136	46,136	-
Total Expense	-	-	-	-	46,136	46,136	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

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Juvenile

Christina McMahan, Director

**2121 Kaen Road
Oregon City, Oregon 97045
503-655-8342**

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



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.

Juvenile Department (26) Christina McMahan - Director FTE 45.00 Total Adopted \$11,396,441 General Fund Support \$9,597,489			
Administration Christina McMahan Total Adopted \$2,201,136 Gen Fund \$ 2,165,193	Accountability Kirsten Gloeckner Total Adopted \$2,700,868 Gen Fund \$ 2,574,357	Public Safety Kirsten Gloeckner Total Adopted \$4,080,659 Gen Fund \$ 2,799,312	Reformation Kirsten Gloeckner Total Adopted \$2,413,778 Gen Fund \$ 2,058,627
Office of the Director Christina McMahan FTE 4.70 Total Adopted \$1,467,399 Gen Fund \$ 1,431,456	Supervision Services Kathryn Anderson / Bryan Ferguson FTE 13.65 Total Adopted \$2,486,849 Gen Fund \$ 2,360,338	Assessment Alice Perry / Bryan Ferguson FTE 8.50 Total Adopted \$1,865,704 Gen Fund \$ 1,621,872	Evaluation & Treatment Kathryn Anderson / Bryan Ferguson FTE 6.05 Total Adopted \$1,539,931 Gen Fund \$ 1,380,874
Policy Performance & Research Christina McMahan / Kirsten Gloeckner FTE 4.25 Total Adopted \$733,737 Gen Fund \$ 733,737	Victim Services Kathryn Anderson FTE 1.10 Total Adopted \$214,019 Gen Fund \$ 214,019	Custody Services Alice Perry FTE 3.05 Total Adopted \$2,214,955 Gen Fund \$ 1,177,440	Positive Youth Development Alice Perry FTE 3.70 Total Adopted \$873,847 Gen Fund \$ 677,753



Department Budget Summary by Fund

<i>Line of Business</i>		FY21/22	FY21/22	FY21/22	FY21/22
<i>Program</i>	<i>Prog#</i>	FTE	General Fund	Total Adopted Budget	General Fund Support Included in Adopted Budget**
Administration					
Office of the Director	260101	4.7	1,467,399	1,467,399	1,431,456
Policy, Performance & Research	260102	4.3	733,737	733,737	733,737
Accountability					
Supervision Services	260202	13.7	2,486,849	2,486,849	2,360,338
Victim Services	260203	1.1	214,019	214,019	214,019
Public Safety					
Assessment	260302	8.5	1,865,704	1,865,704	1,621,872
Custody Services	260303	3.1	2,214,955	2,214,955	1,177,440
Reformation					
Evaluation & Treatment	260402	6.1	1,539,931	1,539,931	1,380,874
Positive Youth Development	260403	3.7	873,847	873,847	677,753
TOTAL		45.0	11,396,441	11,396,441	9,597,489
FY20/21 Revised Budget		47.0	13,167,024	13,167,024	9,323,154
\$ Increase (Decrease)		-2.0	-1,770,583	-1,770,583	274,335
% Increase (Decrease)		-4.3%	-13.4%	-13.4%	2.9%

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



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, fiscal and strategic 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	Juvenile recidivism is 19% or lower ¹	23.8%	23.8%	19.0%	22.6%	19.0%
Result	70% of identified Strategic Results were achieved	*	22.2%	70.0%	33.3%	70.0%
Result	100% of employees receive a performance evaluation annually that aligns with the department's strategic plan	*	100.0%	100.0%	100.0%	100.0%
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	*	100.0%	100.0%	94.4%	100.0%
Result	100% of employees receive at least 8 hours of "diversity, equity, and inclusion training" annually	*	NA ₃	100.0%	63.9%	100.0%
Result	98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system	97.8%	98.1%	98.0%	99.4%	98.0%

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

¹ In 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 youth closed in the prior year), and no new data will be entered until March of the current year (and will represent results for youth closed in the prior year).

2) Please note although only 3 of our 9 Strategic Results have been achieved (33.33%), 3 of those performance measures were within 3.6% 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: 22.56%) 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: 81.54%) 3) 85% of youth will develop enhanced competencies and life skills by the time they are no longer on supervision (Current Actual: 90.76%) 4) 80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department (Current Actual: 60%) 5) 70% of youth report they are respected and involved in their reformation (Current Actual: 41.67%) 6) 87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff (Current Actual: 85.18%) 7) 95% of youth successfully complete their restitution obligation (Current Actual: 83.78%) 8) 98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system (Current Actual: 99.35%) 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: 95.4%)

³New Measure added to our Updated Strategic Business Plan. Data collection started in Calendar Year 2020 and will be reported in the FY 21-22 Budget Process in the spring of 2021.

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 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

Office of the Director

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	150,000	3,495,309	1,925,886	1,925,886	-	(1,925,886)	-100.0%
Federal, State, Local, All Other Gifts & Donations	-	21,472	-	4,384	13,920	13,920	-
Charges, Fees, License, Permits, Fines, Assessments	4,525	4,525	4,524	4,524	4,524	-	0%
All Other Revenue Resources	-	1,864	-	200	-	-	-
Other Interfund Transfers	-	20,082	-	-	17,499	17,499	-
General Fund Support	1,683,319	1,550,105	1,485,064	1,480,680	1,431,456	(53,608)	-3.6%
Operating Revenue	1,687,844	1,598,048	1,489,588	1,489,788	1,467,399	(22,190)	-1.5%
Total Revenue	1,837,844	5,093,357	3,415,474	3,415,674	1,467,399	(1,948,076)	-57.0%
Personnel Services	1,259,662	920,256	989,244	998,629	865,627	(123,617)	-12.5%
Materials & Services	298,490	252,076	550,344	396,745	601,771	51,427	9.3%
Operating Expenditure	1,558,152	1,172,332	1,539,588	1,395,374	1,467,399	(72,190)	-4.7%
Special Payments	-	-	-	-	-	-	0%
Transfers	-	3,495,309	1,875,886	1,875,886	-	(1,875,886)	-100.0%
Reserve for Future Expenditures (Do Not Use)	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Expense	1,558,152	4,667,641	3,415,474	3,271,260	1,467,399	(1,948,076)	-57.0%
Revenues Less Expenses	279,692	425,716	-	144,414	-	-	

Significant Issues and Changes

1) Beginning Balance: Due to changes in structure of the County's budget in which the Juvenile Department is no longer a separate fund, but is a department under the general fund, we were directed to not budget any Beginning Balance.

2) FTE Changes: In the FY21-22 Adopted Budget, the Juvenile Department realigned several positions that work across multiple programs to more accurately reflect actual effort for each program, resulting in a 0.45 reduction in FTE in this program.

3) Transfers: Due to changes in structure of the County's budget in which the Juvenile Department is no longer a separate fund, but is a department under the general fund, we were directed to not budget an Interfund transfer of general fund support.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 Collaboration Advisory Council, the Evidence-Based Decision-Making Platform Team, and the Clackamas County Crossover Youth Practice Model Initiative.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	100% of identified Strategic Results are measured and reported	66.67%	100.00%	100%	100%	100%
Result	100% of identified Performance Measures results are measured and reported	75.00%	96.00%	100%	100%	100%

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.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	11,279	-	11,485	-	-	-
All Other Revenue Resources	60	-	-	-	-	-	-
General Fund Support	224,932	398,784	448,471	436,986	733,737	285,266	63.6%
Operating Revenue	224,992	410,063	448,471	448,471	733,737	285,266	63.6%
Total Revenue	224,992	410,063	448,471	448,471	733,737	285,266	63.6%
Personnel Services	92,728	333,979	371,033	349,558	646,871	275,838	74.3%
Materials & Services	24,377	46,103	77,438	73,971	86,866	9,428	12.2%
Operating Expense	117,105	380,082	448,471	423,529	733,737	285,266	63.6%
Transfers	-	-	-	-	-	-	-
Total Expense	117,105	380,082	448,471	423,529	733,737	285,266	63.6%
Revenues Less Expenses	107,887	29,981	-	24,942	-	-	

Significant Issues and Changes

1) FTE Changes: A vacant 1.0 FTE Juvenile Services Program Coordinator position is being repurposed from the Assessment program (0.6 FTE) and the Positive Youth Development program (0.4 FTE) to create a Program Planner position to assist in implementing and sustaining several multi-disciplinary/direct service initiatives and programs. This repurposed position will be part of the Policy, Performance and Research program. Reduced 1.0 FTE of a position providing non-mandated services. Additionally, repurposed a vacant 1.0 FTE from a Human Services Coordinator 2 from the Positive Youth Development program to become a Policy, Performance and Research Analyst in this program.

2) Transfers: Due to changes in structure of the County's budget in which the Juvenile Department is no longer a separate fund, but is a department under the general fund, we were directed to not budget an Interfund transfer of general fund support.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Accountability

Supervision Services

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 participate in a diversion program, 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 case management 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	95% of youth successfully complete their restitution obligation	93.0%	88.6%	95.0%	83.8%	95.0%
Result	95% of youth are crime free a year after participation in diversion in the juvenile justice system	93.8%	93.8%	95.0%	90.7%	95.0%
Result	95% of youth are crime free a year after being on a formal accountability agreement with the juvenile justice system	87.6%	87.6%	95.0%	84.8%	95.0%
Result	90% of youth are crime free a year after being on probation in the juvenile justice system	94.7%	94.7%	90.0%	88.6%	90.0%
Result	30% of youth have increased protective factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure	*	40.5%	30.0%	52.3%	30.0%
Result	65% of youth have decreased risk factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure	*	62.0%	65.0%	67.7%	65.0%
Result	80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department	*	64.3%	80.0%	60.0%	80.0%
Result	70% of youth report they are respected and involved in their reformation	*	80.0%	70.0%	41.7%	70.0%

* Data collection not in place. FY18-19 is the Department's first year utilizing Performance Clackamas.

1 In 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 youth closed in the prior year), and no new data will be entered until March of the current year (and will represent results for youth closed in the prior year).

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.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:** Title IV-E and Medicaid Reimbursement through Oregon, Department of Human Services is used to fund Short-Term Residential Placement Services - Title IV-E: \$16,052, and net Medicaid Reimbursements: \$26,320; Juvenile Crime Prevention (JCP) from State of Oregon Department of Education \$45,284 is used to fund community-based diversion programs in this program.



Accountability

Supervision Services

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,620,143	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	452,960	521,577	123,909	152,270	126,511	2,602	2.1%
Charges, Fees, License, Permits, Fines, Assessmer	-	-	-	-	-	-	0%
All Other Revenue Resources	50	50	-	-	-	-	-
Other Interfund Transfers	-	74,268	-	-	-	-	0%
General Fund Support	1,780,876	1,846,499	2,029,646	1,990,729	2,360,338	330,692	16.3%
Operating Revenue	2,233,886	2,442,394	2,153,555	2,142,999	2,486,849	333,294	15.5%
Total Revenue	3,854,029	2,442,394	2,153,555	2,142,999	2,486,849	333,294	15.5%
Personnel Services	1,142,234	1,409,889	1,469,507	1,461,167	1,733,206	263,699	17.9%
Materials & Services	960,938	555,225	684,048	528,952	753,643	69,595	10.2%
Operating Expenditure	2,103,172	1,965,114	2,153,555	1,990,119	2,486,849	333,294	15.5%
Special Payments	-	-	104,058	-	-	(104,058)	-100.0%
Transfers	-	-	-	-	-	-	-
Total Expense	2,103,172	1,965,114	2,257,613	1,990,119	2,486,849	229,236	10.2%
Revenues Less Expenses	1,750,858	477,279	(104,058)	152,880	-	104,058	

Significant Issues and Changes

- 1) FTE Changes: In the FY21-22 Adopted Budget, the Juvenile Department realigned several positions that work across multiple programs to more accurately reflect actual effort for each program. In the Supervision Services program, one (1) position was reduced by a total of 0.2 FTE, and ten (10) positions were increased in the program by a total of 1.80 FTE for a net difference of 1.60 additional FTE.
- 2) Transfers: Due to changes in structure of the County's budget in which the Juvenile Department is no longer a separate fund, but is a department under the general fund, we were directed to not budget an Interfund transfer of general fund support.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Accountability

Victim Services

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. It is important that we understand what harm victims have experienced and how we 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 Restorative Dialogues (formerly known as Victim Offender Dialogues).

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff	66.7%	81.0%	87.0%	85.2%	87.0%
Result	80% of property crime victims will be initially contacted to inform them of Victim Offender Dialogue services	81.2%	95.8%	80.0%	87.5%	80.0%

FY18-19 was the Department's first year utilizing Performance Clackamas.

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 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.



Accountability

Victim Services

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	18,105	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessme	-	-	-	-	-	-	0%
All Other Revenue Resources	-	-	-	-	-	-	0%
Other Interfund Transfers	-	-	-	-	-	-	0%
General Fund Support	155,502	214,094	258,621	258,621	214,019	(44,602)	-17.2%
Operating Revenue	155,502	232,199	258,621	258,621	214,019	(44,602)	-17.2%
Total Revenue	155,502	232,199	258,621	258,621	214,019	(44,602)	-17.2%
Personnel Services	107,211	146,341	150,547	142,516	118,491	(32,056)	-21.3%
Materials & Services	27,709	28,108	52,866	42,345	40,320	(12,546)	-23.7%
Operating Expenditure	134,920	174,449	203,413	184,861	158,811	(44,602)	-21.9%
Special Payments	-	-	-	27,605	55,208	55,208	0%
Transfers	-	-	-	-	-	-	-
Total Expense	134,920	174,449	203,413	212,466	214,019	10,606	5.2%
Revenues Less Expenses	20,582	57,751	55,208	46,155	-	(55,208)	

Significant Issues and Changes

- 1) FTE Changes: In the FY21-22 Adopted Budget, the Juvenile Department realigned several positions that work across multiple programs to more accurately reflect actual effort for each program, resulting in a 0.3 reduction in FTE in this program.
- 2) Transfers: Due to changes in structure of the County's budget in which the Juvenile Department is no longer a separate fund, but is a department under the general fund, we were directed to not budget an Interfund transfer of general fund support.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Public Safety

Assessment

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 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. Assessment services are also provided by the Juvenile Department's Juvenile Counselors assigned to pre-adjudication and probation case management and the contracted diversion program provider.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 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	*	88.6%	95.0%	95.4%	95.0%

* 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; 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 is used to fund community-based diversion programs in this program; Title IV-E and Medicaid Reimbursement through Oregon, Department of Human Services is used to fund Short-Term Residential Placement Services - Title IV-E: \$32,106, and net Medicaid Reimbursements: \$66,900.



Public Safety

Assessment

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	23,769	181,568	167,366	219,406	37,838	20.8%
Other Interfund Transfers	64,716	19,418	24,426	24,426	24,426	-	0%
General Fund Support	1,133,244	1,686,530	1,726,965	1,720,057	1,621,872	(105,093)	-6.1%
Operating Revenue	1,197,960	1,729,717	1,932,959	1,911,849	1,865,704	(67,255)	-3.5%
Total Revenue	1,197,960	1,729,717	1,932,959	1,911,849	1,865,704	(67,255)	-3.5%
Personnel Services	881,772	983,864	1,279,524	1,099,708	1,257,968	(21,556)	-1.7%
Materials & Services	106,034	461,883	653,435	506,876	607,736	(45,699)	-7.0%
Operating Expenditure	987,806	1,445,747	1,932,959	1,606,584	1,865,704	(67,255)	-3.5%
Total Expense	987,806	1,445,747	1,932,959	1,606,584	1,865,704	(67,255)	-3.5%
General Fund Support (if applicable)	1,133,244	1,686,530	1,726,965	1,720,057	1,621,872	(105,093)	-6.1%
Revenues Less Expenses	210,154	283,970	-	305,265	-	-	

Significant Issues and Changes

- 1) Federal, State, Local, All Other Gifts & Donations: Title IV-E revenue of \$32,106 and BRS revenue of \$8,000 was moved from Evaluation & Treatment to Assessment to align with the Short-Term Residential Placement contracts.
- 2) FTE Changes: A vacant 1.0 FTE Juvenile Services Program Coordinator position is being repurposed from this program (0.6 FTE) and the Positive Youth Development program (0.4 FTE) to create a Program Planner position to assist in implementing and sustaining several multi-disciplinary/direct service initiatives and programs. This repurposed position will be part of the Policy, Performance and Research program. Additionally, in the FY21-22 Adopted Budget, the Juvenile Department realigned several positions that work across multiple programs to more accurately reflect actual effort for each program, resulting in an additional 0.15 FTE reduction in this program.
- 3) Transfers: Due to changes in structure of the County's budget in which the Juvenile Department is no longer a separate fund, but is a department under the general fund, we were directed to not budget an Interfund transfer of general fund support.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Public Safety

Custody Services

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	Zero in-custody youth file a complaint that is a substantiated Prison Rape Elimination Act (PREA) violation	0.0%	0.0%	0.0%	0.0%	0.0%
Result	Less than 5% of youth admissions lodged in detention are involved in an incident report regarding personal injury	2.2%	2.2%	5.0%	2.7%	5.0%

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, Oregon Youth Authority - JCP Basic: \$ 494,801, JCP Diversion: \$419,953.



Public Safety

Custody Services

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	929,188	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,103,424	990,200	978,809	983,216	914,754	(64,055)	-6.5%
Other Interfund Transfers	112,785	116,070	119,420	119,420	122,761	3,341	2.8%
General Fund Support	1,054,283	1,185,827	1,202,785	1,198,378	1,177,440	(25,345)	-2.1%
Operating Revenue	2,270,492	2,292,097	2,301,014	2,301,014	2,214,955	(86,059)	-3.7%
Total Revenue	3,199,680	2,292,097	2,301,014	2,301,014	2,214,955	(86,059)	-3.7%
Personnel Services	414,624	586,067	643,352	598,196	531,949	(111,403)	-17.3%
Materials & Services	1,806,887	1,640,311	1,657,662	1,652,454	1,683,006	25,344	1.5%
Capital Outlay	9,846	-	-	-	-	-	-
Operating Expense	2,231,357	2,226,378	2,301,014	2,250,650	2,214,955	(86,059)	-3.7%
Transfers	-	-	-	-	-	-	-
Total Expense	2,231,357	2,226,378	2,301,014	2,250,650	2,214,955	(86,059)	-3.7%
Revenues Less Expenses	968,323	65,719	-	50,364	-	-	

Significant Issues and Changes

1) Federal, State, Local, All Other Gifts & Donations: Oregon Youth Authority's Juvenile Crime Prevention (JCP) Basic and Diversion grant funds decreased by \$64,055. These funds are used in combination with County General Fund to purchase 13 juvenile detention beds at Multnomah County's Donald E. Long Juvenile Detention Facility.

2) FTE Changes: In the FY21-22 Adopted Budget, the Juvenile Department realigned several positions that work across multiple programs to more accurately reflect actual effort for each program. In the Custody Services program, nine (9) positions were reduced by a total of 1.35 FTE, and two (2) positions were increased by a total of 0.35 FTE for a net difference of 0.95 less FTE.

3) Transfers: Due to changes in structure of the County's budget in which the Juvenile Department is no longer a separate fund, but is a department under the general fund, we were directed to not budget an Interfund transfer of general fund support.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Reformation Evaluation & Treatment

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 part 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	95% of youth on probation will have a case plan for services which addresses their individual risk and needs	*	95.9%	95.0%	92.4%	95.0%
Result	85% of identified youth successfully complete Sex Offense Specific Treatment	100.0%	100.0%	85.0%	100.0%	85.0%

* 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 and Medicaid Reimbursement through Oregon, Department of Human Services is used to fund Short-Term Residential Placement Services - Title IV-E: \$32,106, and net Medicaid Reimbursements: \$54,080. Oregon Youth Authority Individualized Services funding of \$33,107 is used for Juvenile Sex Offender Treatment.



Reformation

Evaluation & Treatment

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	133,014	96,430	229,407	233,347	159,057	(70,350)	-30.7%
General Fund Support	1,320,370	1,378,777	1,267,498	1,240,184	1,380,874	113,376	8.9%
Operating Revenue	1,453,384	1,475,207	1,496,905	1,473,531	1,539,931	43,026	2.9%
Total Revenue	1,453,384	1,475,207	1,496,905	1,473,531	1,539,931	43,026	2.9%
Personnel Services	1,074,879	810,651	741,516	753,737	850,375	108,859	14.7%
Materials & Services	330,473	522,027	651,329	559,683	585,496	(65,833)	-10.1%
Operating Expenditure	1,405,352	1,332,678	1,392,845	1,313,420	1,435,871	43,026	3.1%
Special Payments	-	-	55,210	73,384	104,060	48,850	88.5%
Total Expense	1,405,352	1,332,678	1,448,055	1,386,804	1,539,931	91,876	6.3%
Revenues Less Expenses	48,031	142,529	48,850	86,727	-	(48,850)	

Significant Issues and Changes

- 1) Federal, State, Local, All Other Gifts & Donations: Title IV-E moved to \$32,106 to Assessment and \$16,052 to Supervision Services to align with Short-Term Residential Placement contracts, resulting in a \$48,158 revenue reduction in this program and a revenue increase in the Assessment and the Supervision Services programs. Reduction of \$14,192 in Criminal Fines from Oregon, Department of Correction. \$8,000 BRS realigned to the Assessment Program.
 - 2) FTE Changes: In the FY21-22 Adopted Budget, the Juvenile Department realigned several positions that work across multiple programs to more accurately reflect actual effort for each program, resulting in an additional 0.45 FTE in this program.
 - 3) Transfers: Due to changes in structure of the County's budget in which the Juvenile Department is no longer a separate fund, but is a department under the general fund, we were directed to not budget an Interfund transfer of general fund support.
- FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Reformation Evaluation & Treatment

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 part 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	95% of youth on probation will have a case plan for services which addresses their individual risk and needs	*	95.9%	95.0%	92.4%	95.0%
Result	85% of identified youth successfully complete Sex Offense Specific Treatment	100.0%	100.0%	85.0%	100.0%	85.0%

* 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 and Medicaid Reimbursement through Oregon, Department of Human Services is used to fund Short-Term Residential Placement Services - Title IV-E: \$32,106, and net Medicaid Reimbursements: \$54,080. Oregon Youth Authority Individualized Services funding of \$33,107 is used for Juvenile Sex Offender Treatment.



Reformation

Positive Youth Development

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	357,313	405,158	205,961	217,306	196,094	(9,867)	-4.8%
Charges, Fees, License, Permits, Fines, Assessments	16,674	4,348	49,960	-	-	(49,960)	-100.0%
All Other Revenue Resources	248	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	0%
General Fund Support	752,875	861,693	904,104	865,971	677,753	(226,351)	-25.0%
Operating Revenue	1,127,109	1,271,199	1,160,025	1,083,277	873,847	(286,178)	-24.7%
Total Revenue	1,127,109	1,271,199	1,160,025	1,083,277	873,847	(286,178)	-24.7%
Personnel Services	610,127	551,511	778,737	506,178	544,135	(234,602)	-30.1%
Materials & Services	407,200	276,747	381,288	298,051	329,712	(51,576)	-13.5%
Operating Expenditure	1,017,327	828,258	1,160,025	804,229	873,847	(286,178)	-24.7%
Transfers	-	-	-	-	-	-	-
Total Expense	1,017,327	828,258	1,160,025	804,229	873,847	(286,178)	-24.7%
Revenues Less Expenses	109,782	442,941	-	279,048	-	-	

Significant Issues and Changes

1) Charges, Fees, License, Permits, Fines, Assessments: Estimated loss of \$49,960 in revenue for charges to cities, and other departments, due to the inability to fulfill COVID safety requirements for juvenile work crews.

2) FTE Changes: Repurposed a vacant 1.0 FTE from a Human Services Coordinator 1 to a Bilingual Juvenile Counselor 2 to increase equitable service delivery to Latino/Latina youth and families, and moved 0.5 FTE of the position to the Evaluation & Treatment program and 0.5 FTE of the position to the Supervision Services program. Reduced 1.0 FTE of a position providing non-mandated services. Repurposed a vacant 1.0 FTE from a Human Services Coordinator 2 to a Policy, Performance and Research Analyst and moved the position to the Policy, Performance & Research program. Additionally, in the FY21-22 Adopted Budget, the Juvenile Department realigned several positions that work across multiple programs to more accurately reflect actual effort for each program, resulting in a net 2.85 FTE reduction in this program.

3) Transfers: Due to changes in structure of the County's budget in which the Juvenile Department is no longer a separate fund, but is a department under the general fund, we were directed to not budget an Interfund transfer of general fund support.

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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CLACKAMAS
C O U N T Y



Law Library

Jennifer Dalglish, Law Library Director

**821 Main Street
Room 101
Oregon City, Oregon 97045
503-655-8248**

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



Department Mission

The purpose of the Law Library department is to provide equal access to justice services to Clackamas County patrons, including members of the legal community and general public, so they can obtain legal information, legal research assistance, knowledge for navigating court systems, and access to legal resources and materials.

Law Library (27)	
Jennifer Dalglish, Law Library Director	
FTE 2.4	
Total Adopted \$ 602,798	
General Fund Support	\$0

Law Library Administration	
Jennifer Dalglish, Law Library Director	
FTE 2.4	
Total Adopted \$602,798	
Gen Fund	\$0

Law Library Services	
Jennifer Dalglish, Law Library Director	
FTE 2.4	
Total Adopted \$602,798	
Gen Fund	\$0



Law Library (27)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 21/22		FY 21/22	FY 21/22
<i>Program</i>	<i>Prog #</i>	FTE	Law Library Fund (211)	Total Adopted Budget	General Fund Support Included in Adopted Budget**
Law Library Administration					
Law Library Services	270101	2.4	602,798	602,798	-
TOTAL		2.4	602,798	602,798	-
FY 20/21 Budget		2.4	562,016	562,016	-
\$ Increase (Decrease)		0.0	40,782	40,782	-
% Increase (Decrease)		0%	7.3%	7.3%	-

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



Law Library Administration Line of Business

Law Library Services Program

Purpose Statement

The purpose of the Law Library department is to provide equal access to justice services to Clackamas County patrons, including members of the legal community and general public, so they can obtain legal information, legal research assistance, knowledge for navigating court systems, and access to legal resources and materials.

Performance Narrative

Law Library does not have any Performance Measures in place for the Law Library at this time.

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 Law Library does not have any Performance Measures in place for the Law Library at this time.



Law Library Administration

Law Library Services

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	318,645	261,997	221,417	307,560	272,471	51,054	23%
Federal, State, Local, All Other Gifts & Donations	-	22,156	-	11,000	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	326,235	322,011	323,977	322,090	327,327	3,350	1%
All Other Revenue Resources	6,634	102,005	16,622	6,255	3,000	(13,622)	-82%
Operating Revenue	332,869	446,172	340,599	339,345	330,327	(10,272)	-3%
Total Revenue	651,514	708,170	562,016	646,905	602,798	40,782	7%
Personnel Services	243,212	266,854	264,285	221,722	329,433	65,148	25%
Materials & Services	146,305	133,755	167,731	152,712	152,365	(15,366)	-9%
Operating Expense	389,517	400,609	432,016	374,434	481,798	49,782	12%
Reserve for Future Expenditures	-	-	120,000	-	110,000	(10,000)	-8%
Contingency	-	-	10,000	-	11,000	1,000	10%
Operating Expense	389,517	400,609	562,016	374,434	602,798	40,782	7%
Revenues Less Expenses	(261,997)	(307,561)		272,471			

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

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Resolution Services

Lauren MacNeill, Director

**2051 Kaen Road
Oregon City, Oregon 97045
503-655-8415**

Website Address: <https://www.clackamas.us/ccrs#skillsdevelopment>



Department Mission

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 (28)

Lauren Mac Neill - Director

FTE 6.8

Total Adopted \$ 1,469,894

General Fund Support \$ 616,777

Resolution Services

FTE 6.80

Total Adopted
\$1,469,894

Gen Fund \$616,777

**Conflict Resolution and Skill
Development**

FTE 6.80

Total Adopted
\$1,469,894

Gen Fund \$616,777



Resolution Services (28)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 21/22	FY 21/22	FY 21/22	FY 21/22	
	<i>Program</i>	FTE	General Fund	Adopted Budget	General Fund Support Included in Adopted Budget**
Resolution Services					
Conflict Resolution and Skill Development	6.8	1,469,894	1,469,894		616,777
TOTAL	6.8	1,469,894	1,469,894		616,777
<i>FY 20/21 Budget</i>	9.1	1,563,643	1,563,643		627,123
<i>\$ Increase (Decrease)</i>	-2.3	-93,749	-93,749		-10,346
<i>% Increase (Decrease)</i>	-25.2%	-6.0%	-6.0%		-1.65%

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



Resolution Services Department

Conflict Resolution Line of Business

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 proposes an operating budget of \$1,469,894. This will support Conflict Resolution & Skill Development work within a department of 6.8 FTE regular staff and one temporary position. 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. Skill Development is offered for those seeking to improve and enhance their ability to facilitate the peaceful resolution of relationship and community conflict.

Conflict Resolution Services include:

- | | |
|---|---------------------------------------|
| Adoption Mediations | Manufactured Dwelling Park Mediations |
| Code Enforcement Mediations | Meeting Facilitations |
| Conflict Resolution Skills Trainings | Neighbor to Neighbor Mediations |
| Eviction Mediations | Small Claims Mediations |
| Family Law Mediations | Victim Offender Dialogues |
| Foreclosure Avoidance Program Facilitations | Workplace Mediations |

These efforts support the Board's Strategic Goals: ensure safe, healthy and secure communities, and build public trust through good government.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	Mediation clients agree that after participating in mediation, stress about this conflict has decreased.	n/a	80%	75%	69%	75%
Result	Mediation clients agree that they believe having mediation available through Resolution Services is valuable	n/a	99%	70%	95%	70%
Result	% Mediation clients agree they feel respected in consideration of their age, race, gender, and other cultural identities	n/a	94%	80%	94%	80%
Result	% Mediation clients agree that they feel confident they could handle a similar conflict in the future, either on their own or with the help of a mediator	n/a	93%	60%	86%	60%
Result	% Skill Development training participants meet minimum skill requirements covered in the training	n/a	100%	90%	*	90%
Result	% Mediation training participants increase their understanding of the content of the workshop	n/a	100%	90%	*	90%
Output ¹	Number of clients receiving services	3778	2548	n/a	1244	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.

* No Skill Development trainings were offered in the first half of FY20-21.

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 biennial grant will be \$93,164 by June 30, 2021. 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 and Skill Development

Budget Summary

	FY18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	12,702	45,662	107,625	65,250	48,640	(58,985)	-55%
Federal, State, Local, All Other Gifts & Donations	101,876	105,651	70,500	74,532	60,082	(10,418)	-15%
Charges, Fees, License, Permits, Fines, Assessments	774,440	712,406	758,395	644,395	744,395	(14,000)	-2%
All Other Revenue Resources	95	-	-	114,000	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	0%
General Fund Support	780,607	630,595	627,123	652,370	616,777	(10,346)	127%
Operating Revenue	1,657,018	1,448,652	1,456,018	1,485,297	1,421,254	(34,764)	-2%
Total Revenue	1,669,720	1,494,314	1,563,643	1,550,547	1,469,894	(93,749)	-6%
Personnel Services	1,272,052	1,097,611	1,223,052	1,145,040	1,091,290	(131,762)	-11%
Materials & Services	352,006	331,452	340,591	356,867	378,604	38,013	11%
Operating Expense	1,624,058	1,429,063	1,563,643	1,501,907	1,469,894	(93,749)	-6%
Total Expense	1,624,058	1,429,063	1,563,643	1,501,907	1,469,894	(93,749)	-6%
Revenues Less Expenses	45,662	65,251	-	48,640	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.

1 - Resolution Services transitioned to Performance Clackamas budgeting in FY20-21 with one Line of Business.

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Transportation & Development






Dan Johnson, Director

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

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

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.

Transportation & Development (30/60)
 Dan Johnson - Director
 FTE 308.74
 (301.7 DTD + 4.0 Urban Renewal + 2.0 PGA Embedded + 1.0 TS Embedded)
 Total Adopted \$ 184,399,496
 General Fund Support \$ 5,263,432

<p>DTD Administration</p>  <p>Dan Johnson - Dir. Total Adopted \$2,007,550 Gen Fund \$ -</p>	<p>Livable Communities</p>  <p>Cheryl Bell - Asst. Dir. Mike Bezner - Asst. Dir. Total Adopted \$8,290,872 Gen Fund \$ 1,875,361</p>	<p>Transportation</p>  <p>Mike Bezner - Asst. Dir. Total Adopted \$128,973,176 Gen Fund \$ 249,235</p>	<p>Fleet Services</p>  <p>Mike Bezner - Asst. Dir. Total Adopted \$6,583,667 Gen Fund \$ -</p>	<p>Land Use & Development</p>  <p>Cheryl Bell - Asst. Dir. Total Adopted \$38,544,231 Gen Fund \$ 3,138,836</p>
<p>Office of the Director</p> <p>Dan Johnson - Dir. FTE 9.5 + 2.0 PGA + 1.0 TS Total Adopted \$2,007,550 Gen Fund \$ -</p>	<p>Sustainability & Solid Waste</p> <p>Eben Polk - Mgr. FTE 11.89 Total Adopted \$3,881,856 Gen Fund \$ -</p>	<p>Transportation Engineering & Construction</p> <p>Joel Howie - Mgr. FTE 21.2 Total Adopted \$18,483,285 Gen Fund \$ -</p>	<p>Vehicle & Equipment Maintenance & Repair</p> <p>Warren Gadberry - Mgr. FTE 18 Total Adopted \$4,191,849 Gen Fund \$ -</p>	<p>Land Use, Development Review & Permitting</p> <p>Chery Bell - Asst. Dir. FTE 77.15 Total Adopted \$27,532,737 Gen Fund \$ 2,344,737</p>
	<p>Code Enforcement</p> <p>Matt Rozzell - Mgr. FTE 7.05 Total Adopted \$1,398,760 Gen Fund \$ 279,844</p>	<p>Transportation Maintenance</p> <p>Shane Abbott - Mgr. FTE 103.2 Total Adopted \$60,985,841 Gen Fund \$ -</p>	<p>Fleet Management</p> <p>Warren Gadberry - Mgr. FTE 4 Total Adopted \$2,391,818 Gen Fund \$ -</p>	<p>Long-Range Planning</p> <p>Jennifer Hughes - Mgr. FTE 8.65 Total Adopted \$2,623,482 Gen Fund \$ 207,196</p>
	<p>Dog Services</p> <p>Kristine Wallace - Mgr. FTE 18 Total Adopted \$3,010,256 Gen Fund \$ 1,595,517</p>	<p>Traffic Safety</p> <p>Joe Marek - Mgr. FTE 11.1 Total Adopted \$5,165,877 Gen Fund \$ 249,235</p>		<p>Public Land Corner</p> <p>Ray Griffin - Mgr. FTE 4.6 Total Adopted \$2,570,609 Gen Fund \$ -</p>
		<p>Community Road Fund</p> <p>Mike Bezner - Asst. Dir. FTE 0 Total Adopted \$18,356,392 Gen Fund \$ -</p>		<p>County Surveyor</p> <p>Ray Griffin - Mgr. FTE 7.4 Total Adopted \$1,199,903 Gen Fund \$ 586,903</p>
		<p>Damascus Roads</p> <p>Total Adopted \$5,175,141</p>		<p>Revenue Collected on Behalf of Other Agencies</p> <p>Total Adopted \$4,617,500</p>
		<p>Countywide TSDCs</p> <p>Total Adopted \$18,873,785</p>		
		<p>HV Joint Subarea TSDCs</p> <p>Total Adopted \$1,932,855</p>		

Department of Transportation and Development (30/60)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	FTE	General Fund*	Development Services ***	Road	County TSDC Fund	Public Land Corner	Fleet Services	Total Adopted Budget	General Fund Support Included in Adopted Budget**	
DTD Administration										
Office of the Director	9.5			2,007,550				2,007,550	-	
Livable Communities										
Sustainability & Solid Waste	11.9	3,881,856						3,881,856	-	
Code Enforcement	7.1	1,398,760						1,398,760	279,844	
Dog Services	18.0	3,010,256						3,010,256	1,595,517	
Transportation										
Transportation Engineering & Construction	21.2			18,483,285				18,483,285	-	
Transportation Maintenance	103.2			60,985,841				60,985,841	-	
Traffic Safety	11.1			5,165,877				5,165,877	249,235	
Damascus Roads	-			5,175,141				5,175,141	-	
Community Road Fund	-			18,356,392				18,356,392	-	
Countywide TSDCs	-				18,873,785			18,873,785	-	
HV Joint Subarea TSDCs	-				1,932,855			1,932,855	-	
Fleet Services										
Vehicle & Equipment Maintenance & Repair	18.0						4,191,849	4,191,849	-	
Fleet Management	4.0						2,391,818	2,391,818	-	
Land Use & Development										
Land Use, Development Review & Permitting	77.2	3,651,282	21,038,736	2,842,719				27,532,737	2,344,737	
Long-Range Planning	8.7	917,535		1,705,947				2,623,482	207,196	
Public Land Corner	4.6					2,570,609		2,570,609	-	
County Surveyor	7.4	1,199,903						1,199,903	586,903	
Revenue Collected on Behalf of Other Agencies	-	4,617,500						4,617,500	-	
TOTAL	301.7	18,677,092	21,038,736	114,722,752	20,806,640	2,570,609	6,583,667	184,399,496	5,263,432	
FY 20/21 Budget	297.7	15,591,340	17,852,703	116,474,988	20,602,143	1,618,855	6,019,614	178,159,643	5,263,557	
\$ Increase (Decrease)	4.0	3,085,752	3,186,033	(1,752,236)	204,497	951,754	564,053	6,239,853	(125)	
% Increase (Decrease)	0.0	19.79%	17.85%	-1.50%	0.99%	58.79%	9.37%	3.50%	(0)	

* Beginning in FY21-22 Planning, Sustainability, Code Enforcement, and Dog Services Funds were merged into the General Fund.

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

*** Beginning in FY21-22 Building Codes and Septic now share the Development Services Fund.



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 adopted an operating budget of \$2,007,550 which is an increase of previous funding levels. This workgroup coordinates the budget process for each of the 20 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 managerial oversight, 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.

- In the fall of 2020, DTD Administration staff hosted meetings with 60 staff from DTD, across all lines of business, to begin development of our first round of strategies for the DTD workforce Plan. After partnering with Human Resources and the Equity and Inclusion Office, a department-wide survey was sent out in March 2021. These partnerships will continue as we refine and finalize the plan strategies.
- Staff from DTD Administration put more than 400 hours working in the COVID and Wildfire Emergency Operations Center (EOC), and other resources were provided in the form of significant auxiliary support, including leadership regarding building reopening and the initial plan development that was rolled out county wide.
- In response to COVID shut-downs, DTD Administration supported department programs by ensuring 97.8% of our staff (286.5 employees out of 296 including the Urban Renewal contract employees), department-wide, had the necessary technology to successfully work remotely 40-hours per week, and we partnered with managers countywide and internally throughout the department to stand up processes and systems to continue serving our customers while safely distancing.
- Following the feedback from the Employee Engagement survey; DTD Administration has increased employee engagement efforts and is sending regular emails out to keep staff informed on both countywide and department initiatives, including our Performance Clackamas goals.
- DTD worked to update COOP plans, department-wide in March 2020. Staff is also partnering with Disaster Management and the EOC on the After Action Assessment.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% of employees participating in safety training sessions each year ¹	27%	55%	25%	Annual Measure	25%
Result	% performance evaluations completed within the last 12 months (using Clarify, Converse, Capture (C3)) ²	55%	58%	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%	Annual Measure	75%
Efficiency	DTD Administration FTE : Department FTE ⁵	7.35 FTE : 297.84 FTE	9.0 FTE : 301.54 FTE	4.5 FTE : 300.34 FTE	Annual Measure	6:37 FTE : 302.25 FTE
Efficiency	DTD Administration Budget : Department Budget ⁶	\$1.85 M : \$187.4 M	2M : 210.5M	\$1.79 M : \$213.9 M	Annual Measure	2M : 173.9M

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	<input type="checkbox"/> Yes
Shared Services	<input type="checkbox"/> No
Grant Funding	<input type="checkbox"/> No



Explanation

Road official. Budget development. EOC support. Collective bargaining. Fiscal review/reporting.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	260,376	100,596	(43,751)	(200,105)	233,993	277,744	-634.8%
Charges, Fees, License, Permits, Fines, Assessments	1,597,103	1,662,656	1,840,217	1,890,217	1,773,557	(66,660)	-3.6%
Operating Revenue	1,857,479	1,763,252	1,796,466	1,690,112	2,007,550	211,084	11.7%
Total Revenue	1,857,479	1,763,252	1,796,466	1,690,112	2,007,550	211,084	11.7%
<i>* DTD Administration, which is housed in Fund 215, allocates actual costs the following year.</i>							
Personnel Services	1,274,899	1,129,401	1,189,137	1,113,208	1,397,246	208,109	17.5%
Materials and Services	582,580	633,851	607,329	576,904	610,304	2,975	0.5%
Operating Expenditure	1,857,479	1,763,252	1,796,466	1,690,112	2,007,550	211,084	11.7%
Total Expense	1,857,479	1,763,252	1,796,466	1,690,112	2,007,550	211,084	11.7%
Revenue Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

DTD Administration supports 308 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.)

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.

- DTD administration allocates these charges out to programs within the department.
 - o The Public Information Specialists (PICS) provide direct support for DTD programs in the Development Services Building, with enhanced support to permitting programs. A majority of these costs are distributed based on annual permit counts.
 - o The DTD Director oversees Street Lighting and Urban Renewal, and these groups receive a direct allocation for 20% of the Director's salary.
 - o The remaining program cost is distributed based on the number of FTE in the program; but adjustments are made to include non-FTE programs that require support from DTD Admin.
- This year, we added one new position to the DTD Administration budget, a Management Analyst 1 who will provide direct support for the Assistant Director of Development Services, as well as support other department wide initiatives.
- The Development Services reception team has been housed in the Office of the Director for years, and their costs are allocated to the Development Services work groups who benefit from these services; however, over the next year, we will be restructuring this team, and will relocate these three FTE to the Land Use, Development Review & Permitting program for the FY 2022-2023 budget.



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 has an operating budget of \$2,807,027, a minor decrease of current resources. This includes the continuation of \$45,000 in support for the Dump Stoppers program. As a result of these resources:

- Almost every staff person in this program has provided ongoing disaster response or staffing in the EOC in various capacities, beginning with COVID-19, again after the 2020 Wildfires and continuing through the 2021 Ice Storm. In total, staff from this program have spent 1,654 staff hours in the EOC during FY 2020-2021; offering Operations Section Chief duty, debris management, bilingual services, business community liaison, emergency food and food pantry coordination consultation regarding food waste. Additionally, the manager in this program acts as the Debris Manager for Clackamas County.
- To help people living in unincorporated areas dispose of debris from the 2021 Ice Storm, the county offered \$30 e-gift cards for use at participating yard debris disposal locations, plus landscape and arborist companies. As of April 1, 2021, more than 955 people had received vouchers; and 239 have already been redeemed at participating vendors.
- 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.
- Approximately 150,000 households and 11,000 businesses will receive information and education on garbage, recycling and waste reduction topics.
- An estimated 850 businesses, 100 schools, 300 multifamily communities and 40 events will receive technical assistance and support. During FY 2021-2022 the program will be focused on re-establishing in-person technical assistance, outreach and education for businesses, multifamily communities, schools, and events after a significant downturn in these activities during the COVID-19 pandemic.

Sustainability and Solid Waste will continue leading the effort to meet the Board's goal to complete a plan for the County to eliminate our net carbon emissions by 2050 (Goals include completing a Climate Action Plan by 2023, and supporting projects that reduce our operations' carbon footprint).

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Results	% curbside collection recovery rate (# tons recycled / # tons disposed)	31%	30%	35%	31%	35%
Results	% schools certified as Oregon Green Schools	29%	32%	25%	32%	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.		7%	Annual Measure	10%
Output	# customer consultations provided ²	1,655	1,963	1,750	364	1,250
Output	# hours of community education provided by # volunteer Master Recyclers ¹	1,296 : 60	631 : 60	1,300 : 60	Annual Measure	900 : 60
Output	# tons of disposal from # customers at Sandy Transfer Station	6,154 : 29,592	6,728 : 32,130	6,400 : 30,000	4,110 : 21,250	6,400 : 30,000
Output	# garbage and recycling pick-ups provided.	7,848,868	7,135,824	8,200,000	Annual Measure	8,200,000

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 Yes

Shared Services Yes

Grant Funding No



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.



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 is proposing an operating budget of \$1,311,655, a slight increase from the current year. Code Enforcement is estimated to process more than 2,750 enforcement cases in FY 2021/2022, 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 and local laws regarding land 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, the District Attorney's Office, and other County and State partners work collaboratively to solve complex problems related to nuisance properties. This work has resulted in 176 cases being abated since the NLP team's inception, and Code Enforcement is projecting closure of 15 NLP cases in FY 2021/2022.

- Two years at full staffing levels, and adoption of streamlined procedures, reduced staff caseloads from an average of 300 cases per staff member in FY19/20, down to the current average of 180-200 cases per staff member. Building on this success, for FY 2021/2022 we have set a goal of 130 cases per staff member.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% code violations resolved within 150 days of initial complaint ¹	19.87%	63.00%	75%	Annual Measure	75%
Result	% violations investigated within twenty (20) business days ²	4%	4%	85%	43%	70%
Output	# cases that go to hearing	New measure -- added FY 2020/2021.		13	Annual Measure	13
Output	# closed Neighborhood Livability Project cases	New measure -- added FY 2020/2021.		15	Annual Measure	15
Demand	# of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related)	2,890	2,907	2,750	1,436	2,750
Demand	# Neighborhood Livability Project cases	New measure -- added FY 2020/2021.		22	Annual Measure	15

¹ Modified this measure to reflect the % of violations resolved within 150 business days beginning FY 2020. Previously we were measuring 120-days and were including all active files in the analysis, not the files opened in the past 365-day window.

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.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	108,190	225,618	285,666	253,024	247,606	(38,060)	-13.3%
Federal, State, Local, All Other Gifts & Donations	-	24,726	-	4,284	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	792,359	992,490	956,280	966,990	866,990	(89,290)	-9.3%
Revenue from Bonds & Other Debts	-	2,262	-	-	-	-	-
All Other Revenue Resources	6,323	4,820	6,850	4,320	4,320	(2,530)	-36.9%
General Fund Support	322,970	271,136	279,844	276,373	279,844	-	-
Operating Revenue	1,121,652	1,295,434	1,242,974	1,251,967	1,151,154	(91,820)	-7.4%
Total Revenue	1,229,842	1,521,052	1,528,640	1,504,991	1,398,760	(129,880)	-8.5%
Personnel Services	749,447	972,114	986,781	981,083	1,025,314	38,533	3.9%
Materials and Services	254,454	271,188	301,912	276,302	286,341	(15,571)	-5.2%
Operating Expenditure	1,003,901	1,243,302	1,288,693	1,257,385	1,311,655	22,962	1.8%
Transfers	-	24,726	-	-	-	-	-
Reserve for Future Expenditures	-	-	138,221	-	-	(138,221)	-100.0%
Contingency	-	-	101,726	-	87,105	(14,621)	-14.4%
Total Expense	1,003,901	1,268,028	1,528,640	1,257,385	1,398,760	(129,880)	-8.5%
Revenues Less Expenses	225,941	253,024	-	247,606	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

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.

Marijuana cases are just one part of the work managed by Code Enforcement. In FY 2020/2021 with stay at home orders related to the COVID-19 pandemic, we experienced an increase in the cases reported. While not all cases were found to be confirmed violations, in FY 2020/2021 numbers indicate Code Enforcement taking action on 189 building code violations, 232 land use related cases, and 168 violations regarding solid waste. In the cases that were not confirmed violations, we received 1,487 unregulated complaints (complaints outside Code Enforcement's authority). These unregulated complaints contributed to the high number of customer service interactions this fiscal year, as staff connected with these customers and assisted them in finding other avenues to advance their complaints.

In looking at coordination, it is common for Code Enforcement staff to engage with the State of Oregon or local law enforcement during investigations. Beginning in February 2020, CCSO has been coordinating with Code Enforcement regarding their pending marijuana cases and in pursuing our Code Enforcement cases. CCSO is working with multi-agency teams to execute warrants with federal charges pending. In FY 2021/2022 Code Enforcement will continue this coordination with the Sheriff's Office.

For FY21/22 the priorities for Code Enforcement include:

- Continuation of a major initiative to streamline processes and procedures, which will result in moving cases to citation and hearing more efficiently,
- Drafting revisions to the violation priority matrix to clearly communicate potential violations to customers and the public, and
- Assessing the 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 operating budget is \$2,710,026. These resources support staff and the operation and maintenance of a dog shelter which on average will temporarily house 700 dogs over the course of the year, of which 85% will be saved (395 returned to the owner, 120 selected for rescue placement, and 80 adopted). The 15% that are not saved reflect the dogs that are too ill or not safe for placement, which is a needed and sometimes overlooked service for our community.

Fiscal year 2020/2021 met the Pacific NW with a variety of challenges as we maneuvered providing services in the new reality of a pandemic, while responding to wildfires. While the impacts of COVID have temporarily reduced the population of dogs entering shelters in our region, it has not reduced the demand for services in our community, or the need to focus on the revenue gain from increasing licensing compliance.

- Dog Services provided more than 180 staff hours operating in the ESF-17 Animal Services role at the EOC during/after the fires, providing evacuation and resource coordination for thousands of domestic and livestock animals.
- Dog Services is above the reported national average for licensing compliance; however, gaining additional compliance is a heavy resource investment.

o In 2020, to stabilize the active dog licenses, program staff began the more labor intensive hand entry of rabies certificate data. The hand entry of the certificates was accomplished by redirecting staff to this task during COVID, and will need to continue.

o Reminder postcards continued to be mailed to owners who vaccinated and have not previously licensed. The next phase of the increased compliance plan will include the issuance of citations to dog owners who fail to license after receiving the postcard reminder. Our initial plan was to increase direct issuance of citations for dog owners who vaccinated but did not renew their dog license, but this was postponed to offer financial relief for customers during COVID.

The staff and facility serve both the dog owning and non-dog owning population of incorporated and unincorporated Clackamas County by resolving 1,500 cases investigated by dog services officers to help ensure safe, livable communities and the licensing of 27,000 dogs, which prevents disease and helps financially support the dog services program. Phone and lobby services are available 6 days per week, providing over 40 service hours per week to process the 24,000 - 34,000 customers' phone calls, emails and lost/found correspondence each year. The shelter is also available 24/7 for intake from law enforcement and staff are onsite 7 days per week to provide daily animal care. Achieving the program 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, protect the public from unsafe dogs and dogs running loose, and maintain preparedness for disaster response related to animals as required by the federal PETS act.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	By 2023, there will be 30,000 active dog licenses ¹	23,100	23,100	27,000	23,124	27,000
Result	% dogs saved (return to owner, adopted or rescued) ²	81%	86%	85%	90%	85%
Result	Fewer than 6% of adopted dogs returned to Dog Services within 90-days.	10%	3%	6%	0%	6%
Output	# adopted dogs ³	88	72	80	0	80
Output	# of dogs returned to owners	481	384	500	106	230
Demand	# dog complaint cases ³	1,551	1,337	2,500	490	1,500
Demand	# citations issued	New measure.		1,000	57	1,000
Demand	# dogs taken in to the shelter	761	419	770	163	700

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.

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.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	994,352	1,312,422	1,091,431	1,281,828	755,381	(336,050)	-30.8%
Federal, State, Local, All Other Gifts & Donations	-	48,211	-	22,153	2,000	2,000	-
Charges, Fees, License, Permits, Fines, Assessments	673,610	660,433	660,000	590,613	635,210	(24,790)	-3.8%
Revenue from Bonds & Other Debts	-	-	3,000	-	3,000	-	-
All Other Revenue Resources	90,381	34,541	24,750	35,898	19,148	(5,602)	-22.6%
General Fund Support	1,732,506	1,752,611	1,595,517	1,534,437	1,595,517	-	-
Operating Revenue	2,496,497	2,495,796	2,283,267	2,183,101	2,254,875	(28,392)	-1.2%
Total Revenue	3,490,849	3,808,218	3,374,698	3,464,929	3,010,256	(364,442)	-10.8%
Personnel Services	1,481,308	1,710,537	1,817,884	1,739,675	1,835,643	17,759	1.0%
Materials and Services	697,119	771,963	978,908	902,873	869,383	(109,525)	-11.2%
Capital Outlay	-	-	41,000	67,000	5,000	(36,000)	-87.8%
Operating Expenditure	2,178,427	2,482,500	2,837,792	2,709,548	2,710,026	(127,766)	-4.5%
Transfers	-	43,890	44,000	-	-	(44,000)	-100.0%
Reserve for Future Expenditures	-	-	342,906	-	-	(342,906)	-100.0%
Contingency	-	-	150,000	-	300,230	150,230	100.2%
Total Expense	2,178,427	2,526,390	3,374,698	2,709,548	3,010,256	(364,442)	-10.8%
Revenues Less Expenses	1,312,422	1,281,828	-	755,381	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

Changes to the vet licensing program that were necessitated by the need to improve cash handling practices, resulted in some vets leaving the vet licensing program. However, updates to the program have encouraged a few vets to continue participating. In 2020 veterinary practices have become overwhelmed with changing the way they do business because of COVID and many are not offering license sales during the pandemic.

The implementation of online licensing with the dog services database has increased the efficiency of dog licensing; however, over the next year, the licensing officer will be working with the vendor to (1) Implement the postmaster system that sends email notifications to customers for renewals and licenses which will reduce contract printing and postage costs; and (2) develop a report that will print citations and letters based on Dog Services staff data entry which will reduce staff time physically producing citations.

Dog Services obtained approval to spend donated funds from the Clackamas Dogs Foundation (CDF) for FY 2020/2021; however, due to COVID, many of the programs were unable to come to fruition. We are looking forward to serving the community by using these donated funds in FY 2021/2022 to:

- Fund the free microchip program; which was previously run with county funding.
- Continue the spay and neuter assistance program which utilizes veterinary partners in the county to provide spay and neuter services. This program will be funded by the CDF, and facilitated by dog services staff.
- Implement a new pilot program that would offer in-house dog dental services by referral and would reimburse dog services up to \$12,000.
- CDF will pay for emergency medical treatment and diagnostics beyond the basics that could be afforded otherwise, which saves dogs from euthanasia.
- Fund a specialized training program which will increase adoptability and save some dogs that would otherwise face euthanasia.

Historical Budget Reorganization Notes:

- Since FY 2018/2019 many funds across the county have received reduced levels of General Fund support. In addition to these rolling cuts, formulas have been put in place to further reduce support levels. These distribution changes are anticipated to result in an estimated 11.43% reduction in the general fund maintenance level support for Dog Services between FY 2018/2019 and this adopted budget.
- o Prior to the FY 2019/2020 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.
- o In 2020 those vacancies were removed from the Dog Services budget. The loss of these positions will 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 post-COVID.
- o As a result of these general fund reductions, future funding levels will guide the future of the Dog Services program.



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 operating budget is \$18,483,285. Revenues for the transportation engineering and construction program fluctuate based on available funding. The resources in this program will fund 21 transportation projects in various stages of design, right of way acquisition and construction, including:

- 5 Bike/Pedestrian Projects
- 4 Bridge/Scour/Culvert Projects
- 2 ADA Projects – Title VI
- 5 Road Projects
- 2 Safety Projects

In addition to managing the projects above, staff in this program are also assigned to manage 16 of the projects funded through the Traffic Safety, Damascus Roads and Community Road Fund budgets.

- 3 Damascus Road Projects
- 5 CRF Strategic Investment Fund Projects
- 8 CRF Congestion Projects

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% completed CIP contracts coming in within 110% of original contract value	78%	87%	90%	87%	90%
Result	% completed CIP contracts completed within original contract completion date	88%	63%	90%	73%	90%
Output	# projects managed	60	81	35	34	40
Output	# road miles transferred	13	1.02	0.15	1	2

Program includes:

Mandated Services Yes

Shared Services Yes

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).

Shared Services:

Infrastructure development is a state/county shared service.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance **	4,723,558	462,073	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations * . ***	7,654,378	6,444,422	13,242,765	9,225,575	17,876,543	4,633,778	35.0%
Charges, Fees, License, Permits, Fines, Assessments ***	527,375	700,340	478,750	785,220	585,200	106,450	22.2%
Revenue from Bonds & Other Debts	-	-	3,500	-	-	(3,500)	-100.0%
All Other Revenue Resources	1,647	-	-	-	-	-	-
Other Interfund Transfers	1,111,894	33,454	190,576	217,167	21,542	(169,034)	-88.7%
Operating Revenue	9,295,294	7,178,216	13,915,591	10,227,962	18,483,285	4,567,694	32.8%
Total Revenue	14,018,852	7,640,289	13,915,591	10,227,962	18,483,285	4,567,694	32.8%
<i>* Includes Road Fund support; fund balance includes a Fee-In-Lieu of Road Improvement Pedestrian Fee Carryforward.</i>							
Personnel Services	2,328,717	2,808,584	3,123,999	2,967,758	3,297,144	173,145	5.5%
Materials and Services	669,803	714,697	768,993	2,772,864	1,844,196	1,075,203	139.8%
Capital Outlay	6,195,408	4,117,008	10,022,599	4,487,340	13,341,945	3,319,346	33.1%
Operating Expenditure	9,193,928	7,640,289	13,915,591	10,227,962	18,483,285	4,567,694	32.8%
Transfers ***	4,122,400	-	-	-	-	-	-
Total Expense	13,316,328	7,640,289	13,915,591	10,227,962	18,483,285	4,567,694	32.8%
Revenues Less Expenses	702,524	-	-	-	-	-	-

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

The requested budget will provide the necessary resources for:

- \$14.8 M in contracted capital outlay (project planning, design, right of way acquisition and construction); this does not include county staff time.
- Our Survey/CADD group preserves and sets monuments for county and local roads in conjunction with contract and in-house paving projects.
- 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 and two non-federal projects from December/January 2021 floods in the Damascus area.
- Based on known funding sources, we anticipate we will only have the resources to fund 15% of our 20-year TSP (Tier 1).

Historical Budget Reorganization Notes:

- 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 operating budget is \$43,932,236, an increase from last year due to the bond revenues and related capital expenses for the relocation of the Transportation Maintenance facility. The majority of the funding for this program comes from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees).

Fiscal year 2020/2021 met the Pacific NW with a variety of challenges as we provided services in the new reality of a pandemic, while responding to wildfires and ice storms.

- The county is working with FEMA on cost reimbursements for the 2020 wildfire response efforts; seeking almost \$700k in federal funds to cover: (1) public debris removal, (2) traffic control, signage, barricades, etc., and (3) culvert damage. As of this time, FEMA has denied our request for \$4M in reimbursement for road restoration to repair damage to county roads caused by salvage logging.

- Costs are not yet finalized on the 2021 ice storm response. Contractor and road maintenance crews are currently working to clear county right of way of debris, and revised estimates indicate crews will collect more than 20,000 cubic yards of public debris at the Barton stockpile site as part of these efforts.

Over the next year, the revenue for this program will provide the resources needed to perform paving and other surface treatments, including contract paving on 6.94 miles of county roads during. The reduction from miles paved historically is due to mandated ADA accommodations associated with urban paving projects, which is reflected in the Transportation Engineering & Construction program budget. 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 more than 2,000 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 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%	Annual Measure	23%
Result	Maintain the average condition of inspected bridges scored as fair condition at 69% or higher ¹	New measure -- added FY 2020/2021.		69%	Annual Measure	70%
Output	Annual Cost of Illegal Dumping in the Right-of-Way ¹	New measure -- added FY 2020/2021.		\$ 54,000	Annual Measure	\$ 54,000
Output	# miles resurfaced ²	19.11	35	18.96	Annual Measure	6.94
Output	# lineal feet striped ¹	New measure -- added FY 2020/2021.		8,439,233	Annual Measure	8,439,230
Output	# miles plowed/sanded ¹	New measure -- added FY 2020/2021.		18,938	Annual Measure	18,938
Output	# miles treated with de-icer ¹	New measure -- added FY 2020/2021.		2,200	Annual Measure	2,200
Output	# labor hours in emergency response mode ¹	New measure -- added FY 2020/2021.		8,082	Annual Measure	8,082
Demand	# county road miles with a PCI (Pavement Condition Index) below 70 ¹	382	413	302	246	393
Demand	# service request responses (e.g., high water, downed trees, potholes, dead deer)	2,229	2,107	2,300	1,195	2,300

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).

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	19,329,487	25,251,578	25,636,310	26,990,210	35,283,358	9,647,048	37.6%
Federal, State, Local, All Other Gifts & Donations	23,454,030	25,775,597	20,665,339	21,183,287	21,643,700	978,361	4.7%
Charges, Fees, License, Permits, Fines, Assessments	1,035,915	1,163,590	851,500	839,155	862,769	11,269	1.3%
Revenue from Bonds & Other Debts	-	53,927	19,954,875	20,050,000	29,642	(19,925,233)	-99.9%
All Other Revenue Resources **	4,774,174	399,647	427,280	369,255	3,166,372	2,739,092	641.1%
Other Interfund Transfers ***	2,948,396	-	5,810,000	300,000	-	(5,810,000)	-100.0%
Operating Revenue	32,212,515	27,392,761	47,708,994	42,741,697	25,702,483	(22,006,511)	-46.1%
Total Revenue	51,542,002	52,644,339	73,345,304	69,731,907	60,985,841	(12,359,463)	-16.9%
<i>* Includes Road Fund support.</i>							
Personnel Services	10,648,072	10,004,247	12,376,032	10,155,774	12,551,568	175,536	1.4%
Materials and Services	12,273,390	14,275,390	23,686,781	12,995,012	10,220,668	(13,466,113)	-56.9%
Capital Outlay	3,189,346	984,229	25,348,192	9,162,577	21,160,000	(4,188,192)	-16.5%
Operating Expenditure	26,110,808	25,263,866	61,411,005	32,313,363	43,932,236	(17,478,769)	-28.5%
Special Payments	179,600	378,258	300,000	300,000	100,000	(200,000)	-66.7%
Transfers	-	-	4,260,000	1,453,186	1,845,813	(2,414,187)	-56.7%
Reserve for Future Expenditures	-	-	-	-	1,827,913	1,827,913	-
Contingency	-	-	7,374,299	-	13,279,879	5,905,580	80.1%
Total Expense	26,290,408	25,642,124	73,345,304	34,066,549	60,985,841	(12,359,463)	-16.9%
Revenues Less Expenses	25,251,594	27,002,215	-	35,665,358	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

The current PCI for the county after 4 years of inspections is a PCI of 69. The Pavement Condition Index (PCI) rates the visual condition of the road surface by measuring the quantity and severity of the surface distresses.

The contingency in this program is higher than most, but provides coverage for inclement weather and emergency response. When events like the wildfires and the ice storm impact our network, the County covers the cost of response, while negotiating the federal/state reimbursement.

The proposed budget reflects the bond sale for the Transportation Maintenance facility relocation, and includes the remaining facility payments and anticipated relocation costs, as well as the required debt service payments and reserve. The purchase of the new facility will be partially offset by \$5.25M in land sale proceeds from the CIAO site, and \$3.2M from the sale of the Abernethy site.

The budget also includes an earmark of \$1 million for the I205/Abernethy Bridge project.

Historical Budget Reorganization Notes:

- 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 - FY 2020/2021 I/F included strategic planning to cover any needed facilities costs due to the unknowns of COVID bond market. FY 2020/2021 forward will include and I/F transfer for debt service following a Fund 215 bond sale in 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 operating budget is \$5,165,876. 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 10 transportation projects in various stages of design, right of way acquisition and construction, including:

- 5 HB2017 Safety Projects
- 5 Safety Projects

In addition to managing the projects above, staff in this program are also assigned to manage 5 of the projects funded through the Damascus Roads and Community Road Fund budgets.

- 4 CRF Safety Projects
- 1 Damascus Road Project

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero	31	31	26	17	25
Result	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024	11	8	10	Annual Measure	10
Output	# of temporary radar speed feedback sign placements	15	5	20	2	12
Output	# requests for placement of a temporary radar speed feedback sign ¹	New measure -- added FY 2020/2021.		8	2	8
Output	# community engagement interactions related to traffic safety ²	10,674	35,197	Discontinue		
Output	# commercial vehicles inspected: of which, # inspections were voluntary ²	156 : 0	142 : 2	Discontinue		
Output	# citizen safety concerns addressed (i.e., clear vision areas) ²	193	193	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 Yes

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.

Shared Services:
Infrastructure development is a state/county shared service.

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.



Transportation Line of Business

Traffic Safety Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	264,447	(24,212)	211,049	120,544	-	(211,049)	-100.0%
Federal, State, Local, All Other Gifts & Donations	1,196,371	2,560,201	4,629,017	3,352,614	4,631,795	2,778	0.1%
Charges, Fees, License, Permits, Fines, Assessments	212,819	232,530	205,550	245,974	274,847	69,297	33.7%
All Other Revenue Resources	-	9,750	10,000	10,000	10,000	-	-
General Fund Support	293,686	301,747	249,235	215,808	249,235	-	-
Operating Revenue	1,702,876	3,104,228	5,093,802	3,824,396	5,165,877	72,075	1.4%
Total Revenue	1,967,323	3,080,016	5,304,851	3,944,940	5,165,877	(138,974)	-2.6%
<i>* Includes Road Fund support.</i>							
Personnel Services	1,376,221	1,499,024	1,669,126	1,607,321	1,733,422	64,296	3.9%
Materials and Services	533,082	661,764	931,617	1,005,302	1,448,192	516,575	55.4%
Capital Outlay	82,233	798,863	2,552,894	1,332,317	1,984,262	(568,632)	-22.3%
Operating Expenditure	1,991,536	2,959,651	5,153,637	3,944,940	5,165,876	12,239	0.2%
Reserve for Future Expenditures	-	-	48,569	-	-	(48,569)	-100.0%
Contingency	-	-	102,645	-	-	(102,645)	-100.0%
Total Expense	1,991,536	2,959,651	5,304,851	3,944,940	5,165,877	(138,975)	-2.6%
Revenues Less Expenses	(24,213)	120,364	-	0	-	-	-

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

The Traffic Safety program will receive \$224,235 in General Fund to support County Strategic Priorities of eliminating fatal and serious injury crashes by 2035 including the resources for a Human Services Coordinator 2 position. By the direction of the previous County Administrator, this money is pass-through funding from Justice Court through the General Fund.

- Continue outreach to youth and young drivers related to safety and increase social media messaging and micro-targeting to our core audience.
- Complete teen outreach at area high schools by providing interactive safety education and recruiting motivational speakers focused on driving safety and other key teen messaging such as suicide and drug use.
- Continue more general traffic safety messaging and education for transportation system users of all ages.

The program also receives \$25,000 in local marijuana taxes from the General Fund which has been used to build an educational crash trailer highlighting a severe or fatal vehicle crash involving cannabis intoxication and is currently being used to complete outreach and micro-targeted messaging related to traffic safety and marijuana use.

The Capital Outlay in FY 2021-22 represents 15 safety projects funded by the Road Fund, Damascus Roads and 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 Transportation and Health Planner to incorporate better health outcomes into County transportation projects.
- Continue the innovative work 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 roadside infrastructure to support new technology.
- Continue the Motor Carrier Safety Program focusing on inspection of commercial vehicles to ensure safety for all users and commercial vehicle 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 operating budget is \$1,714,535. This program tracks the use of State Highway Fund and Local Vehicle Registration Fee revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive both revenues for this area through 2026, based on PSU Population Forecasts. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits.

The FY 2021-2022 budget proposal includes funding for six active projects. These projects will be managed by staff in the Transportation Maintenance, Traffic Safety, Transportation Engineering & Construction and the Long Range Planning programs.

- Contract Paving: Foster Rd (MP 0.00 - 0.20)
- 242nd / Borges Realignment
- Damascus Roads Tier 1 Safety: Damascus RSA Tier 1 Projects
- Johnson Creek Tributary (Hideaway Ct) Culvert Replacement
- Rugg Road Landslide Repair
- Damascus Mobility Plan

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

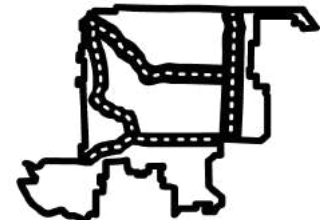
		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	Maintain the average condition of paved county roads within the boundaries of the former city of Damascus at 70 PCI (Pavement Condition Index) or higher	72	72	70	69	70
Output	# safety projects completed ¹	New measure -- added FY 2020/2021.		2	Annual Measure	2
Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	17	27	10	7	15
Output	# road miles paved (contract paving) ²	3.16	0	Discontinue		
Result	By 2020, complete the Transportation System Plan for the area to identify needed capital projects ²	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 Yes
- 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.

Shared Services:

Infrastructure development is a state/county shared service.



Transportation Line of Business

Damascus Roads Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	3,998,551	4,646,489	3,555,204	3,799,480	4,028,371	473,167	13.3%
Federal, State, Local, All Other Gifts & Donations	753,513	789,285	748,464	748,464	750,000	1,536	0.2%
Charges, Fees, License, Permits, Fines, Assessments	-	54,359	198,385	198,385	396,770	198,385	100.0%
Operating Revenue	753,513	843,644	946,849	946,849	1,146,770	199,921	21.1%
Total Revenue	4,752,064	5,490,133	4,502,053	4,746,329	5,175,141	673,088	15.0%
Materials and Services	73,802	1,626,564	65,000	707,958	435,000	370,000	569.2%
Capital Outlay	31,774	64,088	1,135,000	10,000	1,279,535	144,535	12.7%
Operating Expenditure	105,576	1,690,652	1,200,000	717,958	1,714,535	514,535	42.9%
Reserve for Future Expenditures	-	-	2,802,053	-	34,485	(2,767,568)	-98.8%
Contingency	-	-	500,000	-	3,426,121	2,926,121	585.2%
Total Expense	105,576	1,690,652	4,502,053	717,958	5,175,141	673,088	15.0%
Revenues Less Expenses	4,646,488	3,799,480	-	4,028,371	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

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.

- 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. The Damascus Mobility Plan will identify the needed transportation infrastructure in this area.
- The Rugg Road Landslide Repair and Johnson Creek Tributary (Hideaway Ct) Culvert Replacement projects are both emergency repairs.



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 operating budget is \$7,981,691. 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 community 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 23 transportation projects in various stages of design, right of way acquisition and construction, including:

- Local Road Paving Projects – 7 approved. All 7 local road paving packages were scheduled. 2 were completed in 2020, 2 are being prepared for construction bids for 2021, 1 project is planned for 2022, and 2 are planned for 2023.
- Congestion Relief Projects – 7 approved. 3 projects are in the design phase (consultants hired), 2 are in the request-for-proposal development stage to prepare to bid for and hire consultants, and 2 more will begin design later this year or next.
- Safety Projects – 7 approved. 4 projects are currently under construction.
- Strategic Investment Fund Projects (Partnerships with other local agencies) – 12 approved. 7 jurisdictional transfers and 5 congestion relief projects have been approved by C4 on the multi-year plan.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Output	\$ value of capital projects constructed ¹		New measure -- added FY 2020/2021.	\$ 2,400,345	Annual Measure	\$ 7,239,398
Output	\$ Community Road Fund leveraged by \$ other funding for capital projects ¹		New measure -- added FY 2020/2021.	\$3,741,091 : \$290,379	Annual Measure	\$5,890,585 : \$1,348,419
Output	\$ transferred to cities for investment on city road systems ¹		New measure -- added FY 2020/2021.	\$ 4,387,101	Annual Measure	\$ 4,368,000
Output	Strategic Investment Fund: \$ leveraged by \$ other funding for projects of mutual interest ¹		New measure -- added FY 2020/2021.	\$125,000 : \$52,053	Annual Measure	\$493,521 : \$220,272
Output	Strategic Investment Fund: \$ to transfer # miles of roads to cities ¹		New measure -- added FY 2020/2021.	\$950,000 : 2.65 miles	Annual Measure	\$937,000 : 1.95 miles
Output	# local road miles paved with CRF funding ¹		New measure -- added FY 2020/2021.	4.04	Annual Measure	4.04
Output	# safety projects completed with CRF funding ¹		New measure -- added FY 2020/2021.	7	Annual Measure	2

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

Program includes:

- Mandated Services Yes
- Shared Services Yes
- 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.

Shared Services:
Infrastructure development is a state/county shared service.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	(10,770)	2,375,312	1,315,584	5,867,307	3,491,995	147.0%
Federal, State, Local, All Other Gifts & Donations	-	-	-	265,910	793,416	793,416	-
Charges, Fees, License, Permits, Fines, Assessments	-	2,866,046	10,522,521	10,534,111	10,920,000	397,479	3.8%
All Other Revenue Resources	-	-	-	-	37,655	37,655	-
Other Interfund Transfers	-	19,785	342,432	365,976	738,014	395,582	115.5%
Operating Revenue	-	2,885,831	10,864,953	11,165,997	12,489,085	1,624,132	14.9%
Total Revenue	-	2,875,061	13,240,265	12,481,581	18,356,392	5,116,127	38.6%
Materials and Services	10,770	183,934	1,834,428	3,100,263	6,026,610	4,192,182	228.5%
Capital Outlay	-	261,740	2,400,345	324,291	1,955,081	(445,264)	-18.6%
Operating Expenditure	10,770	445,674	4,234,773	3,424,554	7,981,691	3,746,918	88.5%
Special Payments	-	1,113,803	5,337,101	3,189,720	5,305,000	(32,101)	-0.6%
Reserve for Future Expenditures	-	-	2,900,817	-	2,069,701	(831,116)	-28.7%
Contingency	-	-	767,574	-	3,000,000	2,232,426	290.8%
Total Expense	10,770	1,559,477	13,240,265	6,614,274	18,356,392	5,116,127	38.6%
Revenues Less Expenses	(10,770)	1,315,584	-	5,867,307	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

On February 21, 2019, the Board of County Commissioners approved the first-ever county-wide vehicle registration fee (VRF). The \$30/vehicle/year fee became effective in January 2020. The fee was anticipated to generate a total of approximately \$11.3 million per year.

Actual revenues for 2020 came in lower than projected because of the deferral of registrations due to the COVID-19 pandemic. Much of the deferred revenue will eventually be received once all registrations are brought up-to-date.

This budget reflects 100% of the receipts from the DMV. Clackamas County is responsible for distributing these funds to the cities. The VRF revenue is divided between the county and cities in the county, as follows:

- 50% for the county to use on its roads for congestion relief, safety improvements and local road paving projects. For FY 2020-2021, we had projected receipts of \$5.6 million/year; actual for calendar year 2020 was about \$4 million because of the pandemic
- 40% for cities to use on their roads as they determine, distributed based on population. For FY 2020-2021, we had projected receipts of \$4.6 million/year; actual for calendar year 2020 was about \$3.2 million because of the pandemic. Though the amount of distribution for each city varies based on population, three of the largest cities in the county are receiving revenues ranging from \$500,000 to \$700,000 a year.
- 10% for a Strategic Investment Fund, set aside by the county, to be used jointly as agreed to by the county and cities (through C4) on road transfers and transportation projects of mutual interest. For FY 2020-2021, we had projected receipts of \$1.1 million/year; actual for calendar year 2020 was about \$800,000 because of the pandemic. The first road transfer from this program is in process with the city of Canby, for almost 1.5 miles of roads.

Many of the congestion relief and SIF projects are eligible to leverage against other funding sources, such as Countywide Transportation System Development Charge (TSDC), urban renewal, state, city and private contributions. This support will be reflected in the budget each year, based on the projects currently under construction.



Transportation Line of Business

Countywide TSDCs

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	8,195,129	10,667,809	13,940,337	13,970,289	16,076,285	2,135,948	15%
Charges, Fees, License, Permits, Fines, Assessments	2,333,242	3,284,523	2,036,000	2,532,000	2,532,500	496,500	24%
All Other Revenue Resources	178,614	177,940	180,000	265,000	265,000	85,000	47%
Other Interfund Transfers	297,705	-	2,510,000	-	-	(2,510,000)	-100%
Operating Revenue	2,809,561	3,462,463	4,726,000	2,797,000	2,797,500	(1,928,500)	-41%
Total Revenue	11,004,690	14,130,272	18,666,337	16,767,289	18,873,785	207,448	1%
Materials and Services	101,285	106,745	156,620	107,860	181,612	24,992	16%
Operating Expenditure	101,285	106,745	156,620	107,860	181,612	24,992	16%
Special Payments	-	-	-	-	2,250,000	2,250,000	-
Transfers	235,595	53,239	6,123,008	583,144	759,556	(5,363,452)	-88%
Reserve for Future Expenditures	-	-	12,785,744	-	10,000,000	(2,785,744)	-22%
Contingency	-	-	(399,035)	-	5,682,617	6,081,652	-1524%
Unappropriated Ending Fund Balance	-	-	-	16,076,285	-	-	-
Total Expense	336,880	159,984	18,666,337	16,767,289	18,873,785	207,448	1.1%
Revenues Less Expenses	10,667,810	13,970,288	-	-	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

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, Community Road Fund, Transportation Engineering & Construction and the Long Range Planning programs to support eligible capital projects. 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.

More than \$9.85M in TSDC investments are already programmed between FY 2020/2021 – 2026/2027 between our capital projects and the new Community Road Fund projects.

- 362 Paved Shoulders & Safety Improvements
- Bear Creek Bridge & Molalla Ave Shoulders
- Borland - Bike/Ped to Rolling Hills
- Canby-Marquam Hwy at Lone Elder Rd Intersection Improvements
- Duus Rd / Eagle Creek Rd Intersection, Relocation & Turn Lanes
- Stafford Rd (Pattulo Wy to Rosemont Rd) Improvements
- Welches Road
- Evelyn / Jennifer Intersection
- ADA Ramps Project #1: Oak Grove Blvd.
- Stafford/Mountain Intersection
- Webster Road Sidewalks

Stafford Road has been identified as a corridor in need of additional safety and congestion improvements. Conversations have begun with Washington County regarding construction of a Stafford @ 65th and Elligsen roundabout. We will be seeking a federal earmark of \$10M; which would be matched with \$2.3M of countywide TSDC funds.

We have programmed an update of the existing methodology in FY 2020/2021, but this was postponed due to COVID. We will review the new tiered residential rates as part of the analysis, which we are reprogramming in FY 2021/2022.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,888,401	1,928,941	1,932,306	1,934,022	1,928,955	(3,351)	-0.2%
Charges, Fees, License, Permits, Fines, Assessments	89,040	5,215	3,500	3,900	3,900	400	11.4%
Other Interfund Transfers	1,888,401	-	-	-	-	-	-
Operating Revenue	1,977,441	5,215	3,500	3,900	3,900	400	11.4%
Total Revenue	3,865,842	1,934,156	1,935,806	1,937,922	1,932,855	(2,951)	-0.2%
Materials and Services	2,825	135	135	135	250,135	250,000	185185.2%
Operating Expenditure	2,825	135	135	135	250,135	250,000	185185.2%
Special Payments	45,675	-	9,000	8,832	-	(9,000)	-100.0%
Reserve for Future Expenditures	-	-	1,426,671	-	-	(1,426,671)	-100.0%
Contingency	-	-	500,000	-	1,682,720	1,182,720	236.5%
Total Expense	1,936,901	135	1,935,806	8,967	1,932,855	(2,951)	-0.2%
Revenues Less Expenses	1,928,941	1,934,021	-	1,928,955	-		

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

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 (in the boundaries of I-205 / Highway 212 / SE 172nd / Multnomah County line).

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 of Happy Valley finalized the adoption of a new System Development Charge methodology in January 2018, which resulted in the dissolution of the City and County Joint District area.

The Happy Valley Subarea TSDC program holds the dedicated funding collected in the prior boundary of the Happy Valley Joint TSDC 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.

The City of Happy Valley recently reached out to Clackamas County to explore a partnership on the build out of SE 172nd Avenue from Misty north. The city was seeking both construction management services, and an investment of the balance of this fund.

- The vast majority of the funding for the project will be secured by City urban renewal funds.
- The county hopes to partner with the balance of this program, and a \$200,000 FILO/developer contribution for frontage improvements along SE Troge Road.
- We have programmed some funding for the design phase of this project in FY 2021/2022.



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 operating budget is \$3,963,923. These resources will allow us to provide comprehensive vehicle and equipment maintenance and repair services to nearly 100 customer departments, programs and outside agencies who operate more than 1,300 vehicles and pieces of equipment. To ensure downtime of vehicles and equipment is kept as low as possible, our maintenance shops are open 20 hours per day, four days per week to provide a full range of maintenance and repair services. During emergency events our operating hours expand to provide 24 hour coverage 7 days per week to support our customer's emergency operation needs.

A primary focus of this program is to provide safe and efficient vehicles and equipment to our customers. We have enhanced the comprehensive preventive maintenance and inspection program to help us achieve this goal. We are using our performance measures to help us monitor and improve our ability to maintain desired levels of safety and efficiency while maximizing vehicle availability.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% customers happy with the service they received ¹	New measure -- added FY 2020/2021.		90%	100%	90%
Result	% preventative maintenance visits performed on-schedule ¹	New measure -- added FY 2020/2021.		80%	50%	60%
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	1 day	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	1.73 days	1.5 days
Result	# annual safety inspections performed ¹	New measure -- added FY 2020/2021.		173	85	170
Result	# roadside repairs ¹	New measure -- added FY 2020/2021.		368	199	380
Result	% vehicle preventative maintenance completed and returned to service within one work day. ²	59%	51%	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

Vehicle & Equipment Maintenance & Repair Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	243,155	(18,391)	214,202	173,119	191,510	-1041.3%
Federal, State, Local, All Other Gifts & Donations	-	73,140	-	2,929	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,932,476	3,872,467	3,369,812	3,600,000	4,018,730	648,918	19.3%
Revenue from Bonds & Other Debts	5,920	2,093	-	-	-	-	-
All Other Revenue Resources	-	19,843	30,000	-	-	(30,000)	-100.0%
Operating Revenue	1,938,396	3,967,543	3,399,812	3,602,929	4,018,730	618,918	18.2%
Total Revenue	1,938,396	4,210,698	3,381,421	3,817,131	4,191,849	810,428	24.0%
Personnel Services	766,829	1,969,953	2,085,984	2,065,508	2,216,997	131,013	6.3%
Materials and Services	778,010	1,427,487	1,245,437	1,528,504	1,596,926	351,489	28.2%
Capital Outlay	178,286	-	50,000	50,000	150,000	100,000	200.0%
Operating Expenditure	1,723,125	3,397,440	3,381,421	3,644,012	3,963,923	582,502	17.2%
Contingency	-	-	-	-	227,926	227,926	-
Total Expense	1,723,125	3,397,440	3,381,421	3,644,012	4,191,849	810,428	24.0%
Revenues Less Expenses	215,271	813,258	-	173,119	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

We continue our work to cross train our mechanic staff to combine our heavy and light shops into a more unified operation. This allows us to provide a higher level of service during normal operations and significantly increases our effectiveness during 24-hour emergency operations.

For FY 2021/2022 we are recommending a shop rate increase from \$115/hour to \$120/hour to keep up with inflation and to ensure the long-term viability of this program. Even with this increase, we are still well below the market average of local dealership rates for our area. We will be seeking to fill a vacant FTE position to bring our shop staff up to full capacity and help meet our demand for services.



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 operating budget is \$2,267,070, 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. This budget includes the resources necessary to replace \$200,000 in rental program vehicles in FY 2021/2022.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% new vehicles in customer possession within 30 calendar days of delivery ¹	New measure -- added FY 2020/2021.		75%	0%	50%
Result	% motor pool vehicles driven more than 8,000 miles per year ¹	New measure -- added FY 2020/2021.		50%	Annual Measure	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%	Annual Measure	50%
Outputs	Average age of motor pool vehicles available ¹	New measure -- added FY 2020/2021.		14	Annual Measure	12
Outputs	# motor pool vehicles available for rental ¹	New measure -- added FY 2020/2021.		29	Annual Measure	30
Demands	# department lease vehicles ¹	New measure -- added FY 2020/2021.		110	Annual Measure	110
Demands	# department owned vehicles ¹	New measure -- added FY 2020/2021.		230	Annual Measure	220
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%	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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	444,015	239,207	417,493	411,976	263,059	(154,434)	-37.0%
Federal, State, Local, All Other Gifts & Donations	-	9,528	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,757,892	1,405,334	2,126,000	1,782,500	2,107,259	(18,741)	-0.9%
Revenue from Bonds & Other Debts	2,637	5,873	25,000	20,000	20,000	(5,000)	-20.0%
All Other Revenue Resources	31,231	16,918	25,700	1,500	1,500	(24,200)	-94.2%
Other Interfund Transfers	1,328,429	-	44,000	-	-	(44,000)	-100.0%
Operating Revenue	3,120,189	1,437,653	2,220,700	1,804,000	2,128,759	(91,941)	-4.1%
Total Revenue	3,564,204	1,676,860	2,638,193	2,215,976	2,391,818	(246,375)	-9.3%
Personnel Services	138,892	352,398	446,587	427,359	446,455	(132)	0.0%
Materials and Services	2,267,795	1,511,541	1,677,799	1,320,558	1,620,615	(57,184)	-3.4%
Capital Outlay	890,427	-	417,000	205,000	200,000	(217,000)	-52.0%
Operating Expenditure	3,297,114	1,863,939	2,541,386	1,952,917	2,267,070	(274,316)	-10.8%
Contingency	-	-	96,807	-	124,748	27,941	28.9%
Total Revenue	3,297,114	1,863,939	2,638,193	1,952,917	2,391,818	(246,375)	-9.3%
Revenues Less Expenses	267,090	(187,080)	-	263,059	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

This year we will be combining the Motor Pool and the Permanent Rental program into a single Vehicle Rental Program. Vehicles will be available for short or long term rental and will draw from the existing fleet of rental vehicles. Our key initiatives for this new combined program are:

- Reduce the average age of vehicles in the fleet
- Increase vehicle utilization
- Increase the use of electric and hybrid vehicles to help meet our Climate Action Plan goals

We will be offering a new option for vehicle ownership with our vehicle lease program. This is a managed ownership program where a department or program will fund the initial acquisition of a vehicle and then Fleet Services will setup a fee structure to cover the maintenance and replacement cost for the vehicle's life. This will help normalize the cost of vehicle ownership and replacement for those wishing to participate in the program.

DTD worked with Finance to develop a new method for auctioning used vehicles and equipment using an online auction service, which is working well for individual sales, but does not provide relief for our backlog of nearly 100 vehicles. We will be seeking to contract with a local auction service to clear this backlog. Our intent is to continue to use the online auction service once the backlog has been addressed.

Historical Budget Notes:

- Permanent Rental and Motorpool programs were merged with Fleet Management in FY 2020-2021.
- 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 operating budget is \$16,411,456. These resources will provide the ability to respond to over 584,000 development inquiries from the community, which is a 60% increase from FY 2019/2020. DTD estimates permitting 6.45 million square feet of constructed improvements, with an estimated value of more than \$410 million. This value is slightly lower than the previous two year average of \$570M of improvements each year - which we believe is due to the transition to tenant improvements and the focus on residential, rather than new large scale commercial/industrial.

Transportation & Development adopted a strategic plan goal, that "By 2021, electronic plan review (EPR) will be available for customers who submit commercial building permit applications, and a plan will be developed for EPR expansion to other permit application types." After COVID hit in March 2020, the development review groups worked to create and launch a 100% digital or remote permitting and plan review process. This system allowed development to continue in the County, while keeping employees safe, and supporting the construction community who were deemed essential workers.

- After launching the temporary system to maintain service levels during the pandemic, the goal was reimagined with the implementation of Project Dox permitting and plan review software (ePlans) for all Building and Development Engineering permits, both residential and commercial. Implementing ePlans provides a sustainable solution to continue our successful interim electronic process and digital permitting offerings.
- Land Use Planning and Septic programs have included the cost of implementation in their FY 2021/2022 budget requests.
- Training for the new ePlans system began in December of 2020 and the projected ePlans launch for our customers is June 2021. This new software, and process, will help customers be more self-sufficient when applying for permits, and will integrate internal coordination that is currently performed by our customers.

Building Codes, Land Use Planning, Septic & Onsite Wastewater and Development Engineering combine to make up this program, and staff in this program are on track to issue approximately 22,500 permits and will perform more than 57,500 inspections in the coming year. It should be recognized that throughout the pandemic we have continued to offer in-person inspections, with Building Codes continuing their next day inspection model. 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	\$ value of constructed improvements permitted ¹	\$ 512,000,207	\$ 628,037,660	\$ 675,000,000	\$ 202,494,822	\$ 410,000,000
Result	# square feet constructed ²	6,918,387	5,979,495	6,700,000	3,978,932	6,458,102
Result	% of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal ⁵	31%	88.9%	90%	89%	90%
Result	% septic evaluations completed within 45 calendar days of application submittal ³	New measure -- added FY 2020/2021.		50%	82%	75%
Result	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal	80%	90%	80%	83%	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%	40%	40%
Result	# development related interactions (inspections/inquiries) provided	329,997	363,844	375,000	292,044	425,000
Output	# utility permits issued, requiring # hours of coordination ³	1,428 : 4,080	1868 : 4398	1,400 : 4,000	959 : 1661	1800 : 3500

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.

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding No



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:

Land Use permitting, building permits and inspections and land use planning and coordination are State/County 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	8,691,950	10,921,470	10,048,289	12,036,045	12,023,873	1,975,584	19.7%
Federal, State, Local, All Other Gifts & Donations	1,139,513	1,028,960	1,501,056	1,502,382	1,545,972	44,916	3.0%
Charges, Fees, License, Permits, Fines, Assessments	11,652,966	11,257,197	10,387,090	11,501,825	11,120,754	733,664	7.1%
Revenue from Bonds & Other Debts	5,423	33,892	20,000	7,500	8,500	(11,500)	-57.5%
All Other Revenue Resources	290,458	249,459	255,349	389,729	488,902	233,553	91.5%
General Fund Support ***	2,324,514	2,005,746	1,519,736	1,503,474	2,344,736	825,000	54.3%
Operating Revenue	15,412,874	14,575,254	13,683,231	14,904,910	15,508,864	1,825,633	13.3%
Total Revenue	24,104,824	25,496,724	23,731,520	26,940,955	27,532,737	3,801,217	16.0%
<i>* Includes Road Fund support for the Engineering Development Review function.</i>							
<i>*** Fluctuations in FY 19-20 & FY 21-22 include a reallocation between the land use and long range planning.</i>							
Personnel Services	9,420,758	9,673,344	10,586,860	9,908,543	11,160,591	573,731	5.4%
Materials and Services	3,480,551	4,346,720	4,461,606	4,454,386	4,765,965	304,359	6.8%
Capital Outlay	132,044	622	440,382	554,157	484,600	44,218	10.0%
Operating Expenditure	13,033,353	14,020,686	15,488,848	14,917,086	16,411,156	922,308	6.0%
Transfers	-	89,993	-	-	-	-	-
Reserve for Future Expenditures	-	-	3,444,628	-	4,828,221	1,383,593	40.2%
Contingency	-	-	4,798,044	-	6,293,360	1,495,316	31.2%
Total Expense	13,033,353	14,110,679	23,731,520	14,917,086	27,532,737	3,801,217	16.0%
Revenues Less Expenses	11,071,471	11,386,045	-	12,023,869	0	0	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

- In 2020 the Building Codes Division, working with application developer CityGov, launched a new customer inspection scheduling app (IOS and Android), that provides new tools and improved access for customers to schedule and monitor inspections and permits.
- Land Use Planning implemented, reformatted and consistent permit decision templates to improve readability for applicants, community members, and partner agencies, as well as ensure legally defensible findings. With more than 50 decision types, this was a multi-year project. Temporary labor was budgeted to continue work to convert property information files from paper to digital, and the official zoning maps from mylar to GIS-based PDFs, which continues to add efficiency for staff and customers.
- The Development Engineering program completed a significant update of the Roadway Standards in June 2020 which provides new standards related to small cell wireless facilities and roadway restorations associated with utility work. This program also converted from paper to 100% electronic permitting, began automatic messaging to customers on permit statuses, and are completing roadway improvements associated with development sureties.
- This year, the Septic program transitioned all internal permitting and review from paper to electronic files. In addition, staff are on track to again review over 700 permits, 300 Authorization Notices and Existing System reports, and conduct well over 300 Site Evaluations during fiscal year 2020/2021, while meeting or exceeding review targets for each category.

Historical Budget Reorganization Notes:

- After being paused last year, in FY20/21 Building Codes and Engineering Development Review have embarked 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.
- Since FY 2018/2019 many funds across the county have received reduced levels of General Fund support. In addition to these rolling cuts, formulas have been put in place to further reduce support levels.
- o These distribution changes are anticipated to result in an estimated 13.24% reduction in the general fund maintenance level support for the planning functions between FY 2018-2019 and this adopted budget.
- o In addition to these adjustments, \$375,000 in reserve funding was taken back in to the General Fund in FY 2020/2021; which is estimated to result in a total 26.52% reduction in planning general fund support that year.
- o As a result of these general fund reductions, future funding levels will need to maintain compliance with local planning mandates.



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 operating budget is \$2,228,351, a decrease 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. In addition to support of regional coordination and analysis, the following projects will be underway between July 1, 2021 and June 30, 2022 (pending BCC acknowledgement of the FY 22-23 Long-Range Planning work program in late April / May):

Land Use Projects:

- Land Use Housing Strategies Project to address both statutory requirements and recommended ZDO amendments from the housing task force to encourage development of affordable housing.
- Phase 1: More housing in commercial areas; affordable housing density bonus; parking requirement reduction; regulations for transitional shelters.
- Phase 2: State mandated middle housing; clear and objective standards; comprehensive plan policies for low density residential zones.
- Economic Opportunity Activation. With Business and Community Services Division, identify funding for an Economic Opportunity Analysis. Complete Issue Paper to provide the foundation for updating the Economics chapter of the Comprehensive Plan. Take a "big look" at future economic development needs and related land use implications. Depending on the funding source (possibly grants), project may focus on a specific area, such as the Clackamas Regional Center or the Sunrise Visioning Project area.
- Minor and Time Sensitive ZDO Amendments will be presented for action to the Planning Commission and the Board of County Commissioners, as needed.
- ZDO Audit. The final phase is focusing on special districts and development standards.

Transportation Projects:

- Damascus Mobility Plan will identify projects to include in the Countywide Transportation System Plan.
- Arndt Rd Goal Exception and 99E/Barlow Road Intersection study.
- Bike-Walk Clackamas Plan, an update to the Pedestrian and Bikeway Plans.
- Willamette River Crossing, a Pedestrian and Bike crossing corridor identification and feasibility study.
- Transportation Disaster Response Plan, a plan to identify County approach for infrastructure inspection after an earthquake.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% of projects in the annual Long-Range Planning Work Program completed annually ^{1,3}	25%	13%	75%	62%	45%
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	58	270
Output	\$ outside funding secured ⁴	\$453,544	\$5,854,270	Discontinue		
Demand	# projects on the annual Long-Range Planning Work Program ⁴	16	8	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).

Shared Services:

Land Use permitting, building permits and inspections and land use planning and coordination are State/County shared services.

Grant Funding:

The Long Range Planning Program includes several projects that are supported through grant funding.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	460,740	797,571	1,193,550	571,833	682,339	(511,211)	-42.8%
Federal, State, Local, All Other Gifts & Donations	853,110	1,286,608	1,547,918	626,234	1,208,947	(338,971)	-21.9%
Charges, Fees, License, Permits, Fines, Assessments	41,047	433,615	429,000	486,000	525,000	96,000	22.4%
General Fund Support **	500,000	749,255	737,196	572,088	207,196	(530,000)	-71.9%
Operating Revenue	1,394,157	2,469,478	2,714,114	1,684,322	1,941,143	(772,971)	-28.5%
Total Revenue	1,854,897	3,267,049	3,907,664	2,256,155	2,623,482	(1,284,182)	-32.9%
<i>* Includes Road Fund support for the Long Range Transportation Planning function.</i>							
<i>** Increases in FY 19-20 & FY 21-22 reflect a reallocation between the land use and long range planning.</i>							
Personnel Services	877,505	1,281,086	1,359,854	1,380,362	1,457,328	97,474	7.2%
Materials and Services	570,273	775,619	1,150,433	575,453	771,023	(379,410)	-33.0%
Operating Expenditure	1,447,778	2,056,705	2,510,287	1,955,815	2,228,351	(281,936)	-11.2%
Transfers	-	518	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,197,377	-	-	(1,197,377)	-100.0%
Contingency	-	-	200,000	-	395,131	195,131	97.6%
Total Expense	1,447,778	2,057,223	3,907,664	1,955,815	2,623,482	(1,284,182)	-32.9%
Revenues Less Expenses	407,119	1,209,826	-	300,340	-	-	-

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

- For FY 2021/2122 the primary resources of the Long-Range Planning work program will be focused on the multi-phased Land Use 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 summer of 2022.
- The Land Use 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, representation at regional discussions, and communication with the Board of County Commissioners.

Historical Budget Reorganization Notes:

- Since FY 2018/2019 many funds across the county have received reduced levels of General Fund support. In addition to these rolling cuts, formulas have been put in place to further reduce support levels.
- o These distribution changes are anticipated to result in an estimated 13.24% reduction in the general fund maintenance level support for the planning functions between FY 2018-2019 and this adopted budget.
- o In addition to these adjustments, \$375,000 in reserve funding was taken back in to the General Fund in FY 2020/2021; which is estimated to result in a total 26.52% reduction in planning general fund support that year.
- o As a result of these general fund reductions, future funding levels will guide long range planning activities.



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 boundary of all lands privately or publicly owned within the state are affected by Public Land Corners, so it is imperative that they be maintained in the most prudent manner. Clackamas County is responsible for the maintenance of more than 6,400 public land corners. Clackamas County receives dedicated funding for this purpose and this program allows us to be accountable for this work.

The Public Land Corner (PLC) Program operating budget is \$943,738. 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 continue to see a steady increase in requests for Public Land Corners to be restored or reviewed. As the County continues growing, the amount of time spent preserving corners has increased due to development and the widening of roads and infrastructure improvements. This year, wildfires in the populated areas increased the demand on existing staff to check corners.

We did not meet the 60 corner goal, but 44 corners were updated and another 15 corners were visited that did not require the filing of a new updated map. With limited staffing levels and resources, some of the corners have not been visited in over 40 years; and in a jurisdiction as large and geographically diverse as Clackamas County, it is a challenge to visit each corners on a 10 year rotation.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	# of the total 6,400 corners, identified as part of the annual work program, were restored	61	59	60	Annual Measure	60
Result	% of corners set within seven (7) business days of County Surveyor approval	94%	65%	90%	94%	90%
Output	# corner restorations completed	61	59	50	18	50
Output	# corner maps filed	61	59	50	18	50
Output	# site inspection hours (protecting corners / preservation) ¹	169	265	Discontinue		

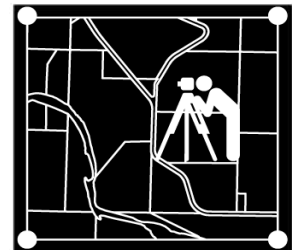
¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,037,238	944,614	907,855	1,049,673	1,458,284	550,429	60.6%
Federal, State, Local, All Other Gifts & Donations	-	14,104	-	7,655	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	582,279	819,703	700,000	1,095,325	1,097,325	397,325	56.8%
Revenue from Bonds & Other Debts	-	2,138	-	2,000	-	-	-
All Other Revenue Resources	20,768	17,624	11,000	11,000	15,000	4,000	36.4%
Operating Revenue	603,047	853,569	711,000	1,115,980	1,112,325	401,325	56.4%
Total Revenue	1,640,285	1,798,183	1,618,855	2,165,653	2,570,609	951,754	58.8%
Personnel Services	530,660	591,478	621,421	534,990	754,774	133,353	21.5%
Materials and Services	165,011	157,031	180,621	172,379	173,964	(6,657)	-3.7%
Capital Outlay	-	-	-	-	15,000	15,000	-
Operating Expenditure	695,671	748,509	802,042	707,369	943,738	141,696	17.7%
Contingency	-	-	125,000	-	275,000	-	-
Reserve for Future Expenditures	-	-	691,813	-	1,351,871	-	-
Total Expense	695,671	748,509	1,618,855	707,369	2,570,609	141,696	58.8%
Revenues Less Expenses	944,614	1,049,673	-	1,458,284	(0)	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

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.

We have reduced costs by changing a Surveyor position to an Engineering Tech 3 level; and recently adjusted the distribution of one FTE who works in both Development Review (Surveyor) and Public Land Corner programs.

A fully staffed PLC program would have the staff support of 6 FTE; however, we have had 4 FTE or less for more than a year as we work through a hiring process in the pandemic. 25% of the staffing resources in this program are dedicated to preserving corners; with 1 FTE entirely dedicated to preservation as utility companies, contractors, other public works agencies and the general public complete projects around the county that interact with our land corners.

Historical Budget Reorganization Notes:

• 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 operating budget is at the maintenance level of \$1,199,903.

Customer inquiries remain high, as 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 additional assistance through emails, phone calls and specialized research services, and this requires more public service at our front counter and takes time away from reviews which allow cost recovery through fees. On average our staff facilitate 22 unpaid customer interactions for each single paid file that is taken in for review. The resources for this program support the creation and maintenance of permanent records as required by Oregon Revised Statutes, and this ratio reflects fulfillment of public service requests related to these library materials.

As part of DTD's migration to digital and remote services, over the last year the County Surveyor has transitioned to electronic submittals, which has reduced review time by eliminating the time required to mail submittals back to the customer.

Staff within this program support economic development through the review and approval of subdivisions and plats adding approximately 1,000 lots and tracts to the county tax rolls each fiscal year. With projected changes to the economy, we may begin to see a slight decrease in subdivision and partition plats; however, condominiums plat submittals have more than tripled over the last year.

Key Performance Measures

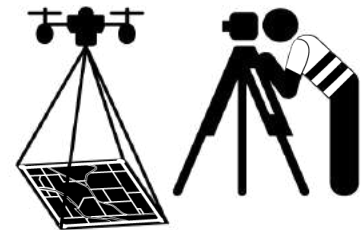
		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	# lots or parcels created through recording of subdivision or partition plat	1,591	1,187	1,408	412	1,408
Result	% of first review comments issued to plat surveyor within 45 calendar days of submittal	97%	97%	75%	88%	85%
Output	# subdivision and partition plats approved	155	143	151	58	151
Output	# Record of survey reviews/filings	350	236	285	136	285
Output	# customer inquiries	3,261	2,843	3,250	1,305	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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	41,231	-	6,301	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	724,457	634,398	631,003	387,050	612,000	(19,003)	-3%
All Other Revenue Resources	15,062	1,155	11,000	269	1,000	(10,000)	-91%
Other Interfund Transfers	-	75,000	-	-	-	-	-
General Fund Support *	525,256	439,647	587,029	586,527	586,903	(126)	0%
Operating Revenue	1,264,775	1,191,431	1,229,032	980,147	1,199,903	(29,129)	-2%
Total Revenue	1,264,775	1,191,431	1,229,032	980,147	1,199,903	(29,129)	-2%
<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>							
Personnel Services	923,030	881,619	952,578	692,025	933,044	(19,534)	-2%
Materials and Services	268,591	276,171	276,454	279,022	266,859	(9,595)	-3%
Capital Outlay **	63,154	33,641	-	9,100	-	-	-
Operating Expenditure	1,254,775	1,191,431	1,229,032	980,147	1,199,903	(29,129)	-2%
Transfers	10,000	-	-	-	-	-	-
Total Expense	1,264,775	1,191,431	1,229,032	980,147	1,199,903	(29,129)	-2%

Revenues Less Expenses

	-	-	-	-	-	-	-
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Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

Since FY 2018/2019 many funds across the county have received reduced levels of General Fund support. In addition to these rolling cuts, formulas have been put in place to further reduce support levels. These distribution changes are anticipated to result in an estimated 13.75% reduction in the general fund maintenance level support for the County Surveyor between FY 2018-2019 and this adopted budget.

- In order to achieve the mandated General Fund cuts in FY 2019/2020, the Surveyor had to eliminate a vacant Office Manager position from the County Surveyor's budget and we swapped a more expensive employee out of the County Surveyor into the Public Land Corner program. These two reductions resulted in savings of more than \$180,000 annually.
- In FY 2020/2021, we reorganized our front counter staff to see if the program could sustain a cut to the administrative support. Over the next year we will assess the feasibility to adjust staffing in this area during post-pandemic activity levels.
- While working with HR to fill a vacant Land Surveyor position, the County Surveyor has been performing more plat reviews, making more of his time chargeable to projects which is increasing programmatic revenues.

Historical Budget Reorganization Notes:

- 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.
- A \$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. This was returned in FY 2019-2020 to balance the Surveyor budget.
- 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.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Asse:	-	-	-	-	4,617,500	4,617,500	-
Operating Revenue	-	-	-	-	4,617,500	4,617,500	-
Total Revenue	-	-	-	-	4,617,500	4,617,500	-
Special Payments	-	-	-	-	4,617,500	4,617,500	-
Total Expense	-	-	-	-	4,617,500	4,617,500	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

Oregon Budget Law defines Special Payments as the payment of taxes, fees or charges collected by one entity and then made to another organization on a pass-through basis. Many programs in Transportation & Development collect fees on behalf of another agency. The collection and payment of those fees will be budgeted in this program. These pass-through fees include:

BUILDING CODES

- Building Permit Surcharges/Fees. Permits are issued any time a construction activity under the state building code is authorized and will be inspected. Municipalities must collect and remit surcharges either monthly or quarterly depending jurisdiction population.
- Metro Surcharge. Metro assesses an excise tax on construction permits throughout the Portland region to fund land use planning to make land ready for development throughout the region. The tax is assessed at 12% of the value of the improvements for which a permit is sought, unless the project is exempted from the tax.
- School Construction Excise Tax. Since May 2007, the State of Oregon has allowed school districts to impose a construction excise tax on projects that result in a new structure or additional square footage to an existing structure. Clackamas County administers this tax for some cities and the unincorporated areas in the participating school districts in the County.
- City Permits. Clackamas County Building Codes program acts as the building codes administrator for permits issued in the City of Canby; and administers the electrical permitting program for the City of Happy Valley. Our agreement with these cities results in collecting permit fees during the issuance of the permits, and remitting a portion of that revenue back to the city.

SEPTIC

- DEQ Surcharge. Department of Environmental Quality (DEQ) assesses a \$100 surcharge on specific septic permits issued through the local agency. Our local septic program is acts as an agent for DEQ, issuing permits on their behalf which facilitates shorter permitting timelines.

PLANNING

- City Permits. Clackamas County Planning performs land use planning for the City of Gladstone. Our agreement with the city results in collecting land use application and permit fees during application submittal or permit issuance, and remitting that revenue back to the city. We then bill the city by the hour for services performed.

SUSTAINABILITY

- Franchise Fees. Clackamas County performs required recycling and waste reduction education and outreach, and franchise administration services, on behalf of the City of Happy Valley, which has also adopted the County's solid waste code. The County collects franchise fees on behalf of the City. Under the IGA, the county retains a portion of the franchise fees collected in that area for services rendered, and remits the remaining revenue back to the city.

TRANSPORTATION SYSTEM DEVELOPMENT CHARGES (TSDC)

- Installment Plans. Upon dissolving the Happy Valley Joint TSDC District on January 1, 2018, 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. Installment plan proceeds collected on plans in place at the time of dissolution continue to be split between the City of Happy Valley and Clackamas County, based on this distribution formula.

TRAFFIC SAFETY

- Oregon Commerce and Compliance Division, Commercial Vehicle Trip Permits. Clackamas County serves as a third party agent for this division of Oregon Department of Transportation and issues five main types of commercial vehicle permits including Continuous Operating Variance Permits (COVP), Continuous Trip Permits, Single Trip Permits, County only permits and Extraordinary Move permits. The county collects permit fees during the issuance of the permits, and remits a portion back to the state.



Health, Housing, and Human Services

Rod Cook, Interim Director

**2051 Kaen Road
Room 239
Oregon City, Oregon 97045
503-650-5697**

Website Address: <http://www.clackamas.us/h3s/>



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 (40/64)	
Rodney Cook - Interim Director	
Mary Rumbaugh ¹ - Interim Deputy Director	
FTE 679.38	
Total Adopted \$ 185,734,307	
General Fund Support \$ 10,304,801	

<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Health, Housing and Human Services Administration</td> </tr> <tr> <td style="text-align: center;">Rodney Cook - Interim Department Director Total Adopted \$14,042,862</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 1,679,963</td> </tr> </table>	Health, Housing and Human Services Administration	Rodney Cook - Interim Department Director Total Adopted \$14,042,862	Gen Fund \$ 1,679,963	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Behavioral Health Division</td> </tr> <tr> <td style="text-align: center;">Mary Rumbaugh¹ - Division Director Total Adopted \$25,567,690</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 806,402</td> </tr> </table>	Behavioral Health Division	Mary Rumbaugh ¹ - Division Director Total Adopted \$25,567,690	Gen Fund \$ 806,402	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Children, Family & Community Connections</td> </tr> <tr> <td style="text-align: center;">Adam Freer - Division Director Total Adopted \$10,754,356</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 2,326,962</td> </tr> </table>	Children, Family & Community Connections	Adam Freer - Division Director Total Adopted \$10,754,356	Gen Fund \$ 2,326,962	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Health Centers</td> </tr> <tr> <td style="text-align: center;">Deborah Cockrell - Division Director Total Adopted \$59,048,804</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 518,909</td> </tr> </table>	Health Centers	Deborah Cockrell - Division Director Total Adopted \$59,048,804	Gen Fund \$ 518,909
Health, Housing and Human Services Administration															
Rodney Cook - Interim Department Director Total Adopted \$14,042,862															
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<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Director's Office Team</td> </tr> <tr> <td style="text-align: center;">FTE 9.00 Total Adopted \$14,042,862</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 1,679,963</td> </tr> </table>	Director's Office Team	FTE 9.00 Total Adopted \$14,042,862	Gen Fund \$ 1,679,963	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Behavioral Health Administration</td> </tr> <tr> <td style="text-align: center;">FTE 20.00 Total Adopted \$6,750,683</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 363,614</td> </tr> </table>	Behavioral Health Administration	FTE 20.00 Total Adopted \$6,750,683	Gen Fund \$ 363,614	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Weatherization</td> </tr> <tr> <td style="text-align: center;">FTE 9.00 Total Adopted \$2,404,476</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 112,000</td> </tr> </table>	Weatherization	FTE 9.00 Total Adopted \$2,404,476	Gen Fund \$ 112,000	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Health Centers Administration</td> </tr> <tr> <td style="text-align: center;">FTE 27.05 Total Adopted \$20,025,346</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 208,540</td> </tr> </table>	Health Centers Administration	FTE 27.05 Total Adopted \$20,025,346	Gen Fund \$ 208,540
Director's Office Team															
FTE 9.00 Total Adopted \$14,042,862															
Gen Fund \$ 1,679,963															
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	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Behavioral Health System of Care</td> </tr> <tr> <td style="text-align: center;">FTE 24.00 Total Adopted \$8,961,315</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ -</td> </tr> </table>	Behavioral Health System of Care	FTE 24.00 Total Adopted \$8,961,315	Gen Fund \$ -	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Workforce</td> </tr> <tr> <td style="text-align: center;">FTE 12.00 Total Adopted \$2,085,491</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 881,000</td> </tr> </table>	Workforce	FTE 12.00 Total Adopted \$2,085,491	Gen Fund \$ 881,000	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Primary Care</td> </tr> <tr> <td style="text-align: center;">FTE 74.65 Total Adopted \$13,158,192</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 310,369</td> </tr> </table>	Primary Care	FTE 74.65 Total Adopted \$13,158,192	Gen Fund \$ 310,369			
Behavioral Health System of Care															
FTE 24.00 Total Adopted \$8,961,315															
Gen Fund \$ -															
Workforce															
FTE 12.00 Total Adopted \$2,085,491															
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	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Peer Delivered</td> </tr> <tr> <td style="text-align: center;">FTE 1.00 Total Adopted \$2,428,714</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ -</td> </tr> </table>	Peer Delivered	FTE 1.00 Total Adopted \$2,428,714	Gen Fund \$ -	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Prevention Services</td> </tr> <tr> <td style="text-align: center;">FTE 13.10 Total Adopted \$6,264,389</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 1,333,962</td> </tr> </table>	Prevention Services	FTE 13.10 Total Adopted \$6,264,389	Gen Fund \$ 1,333,962	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Gladstone Pediatric Clinic & School-Based Health Centers</td> </tr> <tr> <td style="text-align: center;">FTE 18.97 Total Adopted \$3,568,255</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ -</td> </tr> </table>	Gladstone Pediatric Clinic & School-Based Health Centers	FTE 18.97 Total Adopted \$3,568,255	Gen Fund \$ -			
Peer Delivered															
FTE 1.00 Total Adopted \$2,428,714															
Gen Fund \$ -															
Prevention Services															
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Gen Fund \$ -															
	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Prevention and Stigma Reduction</td> </tr> <tr> <td style="text-align: center;">FTE 2.00 Total Adopted \$647,220</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ -</td> </tr> </table>	Prevention and Stigma Reduction	FTE 2.00 Total Adopted \$647,220	Gen Fund \$ -		<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Dental</td> </tr> <tr> <td style="text-align: center;">FTE 32.20 Total Adopted \$6,139,679</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ -</td> </tr> </table>	Dental	FTE 32.20 Total Adopted \$6,139,679	Gen Fund \$ -						
Prevention and Stigma Reduction															
FTE 2.00 Total Adopted \$647,220															
Gen Fund \$ -															
Dental															
FTE 32.20 Total Adopted \$6,139,679															
Gen Fund \$ -															
	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Safety Net Services</td> </tr> <tr> <td style="text-align: center;">FTE 28.54 Total Adopted \$6,779,758</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ 442,788</td> </tr> </table>	Safety Net Services	FTE 28.54 Total Adopted \$6,779,758	Gen Fund \$ 442,788		<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Behavioral Health Clinics</td> </tr> <tr> <td style="text-align: center;">FTE 88.79 Total Adopted \$16,157,332</td> </tr> <tr> <td style="text-align: center;">Gen Fund \$ -</td> </tr> </table>	Behavioral Health Clinics	FTE 88.79 Total Adopted \$16,157,332	Gen Fund \$ -						
Safety Net Services															
FTE 28.54 Total Adopted \$6,779,758															
Gen Fund \$ 442,788															
Behavioral Health Clinics															
FTE 88.79 Total Adopted \$16,157,332															
Gen Fund \$ -															

¹ Mary Rumbaugh is currently serving as both Behavioral Health Division Director and Interim Department Deputy Director



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 (40/64)

Rodney Cook - Interim Director
 Mary Rumbaugh - Interim Deputy Director
 FTE 679.38
 Total Adopted \$ 185,734,307
 General Fund Support \$ 10,304,801

Housing & Community Development Mark Sirios & Pamela Anderson - Community Development Managers Total Adopted \$8,210,845 Gen Fund \$ 40,781	Public Health Philip Mason-Joyner - Division Director Total Adopted \$20,678,900 Gen Fund \$ 2,123,328				Social Services Brenda Durbin - Division Director Total Adopted \$47,430,850 Gen Fund \$ 2,808,456
Community Development FTE 10.10 Total Adopted \$8,210,845 Gen Fund \$ 40,781	Public Health Administration FTE 4.80 Total Adopted \$784,059 Gen Fund \$ -	Infectious Disease Control and Prevention FTE 92.00 Total Adopted \$10,269,144 Gen Fund \$ 214,828	Social Services Administration FTE 20.00 Total Adopted \$9,395,616 Gen Fund \$ 1,013,868	Housing Support FTE 15.75 Total Adopted \$12,550,070 Gen Fund \$ 803,289	
Housing Authority of Clackamas County¹	Access to Care FTE 17.50 Total Adopted \$3,300,709 Gen Fund \$ 41,726	Population Health Strategies FTE 6.50 Total Adopted \$1,094,275 Gen Fund \$ 405,752	Developmental Disabilities FTE 95.53 Total Adopted \$14,546,904 Gen Fund \$ -	Oregon Project Independence FTE 3.65 Total Adopted \$578,724 Gen Fund \$ 84,882	
	Center for Public Health Advancement FTE 5.50 Total Adopted \$3,158,288 Gen Fund \$ 1,066,212	Vital Statistics FTE 3.75 Total Adopted \$327,355 Gen Fund \$ -	Volunteer Connection FTE 9.40 Total Adopted \$1,823,258 Gen Fund \$ 126,425	Ageing and Disability Resource Connection FTE 5.75 Total Adopted \$2,551,709 Gen Fund \$ 180,762	
	Environmental Health FTE 12.00 Total Adopted \$1,745,070 Gen Fund \$ 394,810		Veterans Services FTE 5.85 Total Adopted \$1,002,892 Gen Fund \$ 599,230	Energy Assistance FTE 11.00 Total Adopted \$4,981,677 Gen Fund \$ -	

¹ The Housing Authority of Clackamas County has a separate budget document.

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Health, Housing and Human Services Department (40/64)

Department Budget Summary by Fund

Line of Business Program	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22
	FTE	Health, Housing & Human Services Fund	Clackamas Health Centers Fund	Total Adopted Budget	General Fund Support Included in Proposed Budget**
Health, Housing and Human Services Administration Director's Office Team	9.0	14,042,862		14,042,862	1,679,963
Social Services					
Social Services Administration	20.0	9,395,616		9,395,616	1,013,868
Aging and Disability Resource Connection	5.8	2,551,709		2,551,709	180,762
Developmental Disabilities	95.5	14,546,904		14,546,904	-
Energy Assistance	11.0	4,981,677		4,981,677	-
Housing Support	15.8	12,550,070		12,550,070	803,289
Oregon Project Independence	3.7	578,724		578,724	84,882
Veterans Service	5.9	1,002,892		1,002,892	599,230
Volunteer Connection	9.4	1,823,258		1,823,258	126,425
Children, Family & Community Connections					
Weatherization	9.0	2,404,476		2,404,476	112,000
Workforce	12.0	2,085,491		2,085,491	881,000
Prevention Services	13.1	6,264,389		6,264,389	1,333,962
Public Health					
PH Administration	4.8	784,059		784,059	-
Access to Care	17.5	3,300,709		3,300,709	394,810
Center for Public Health Advancement	5.5	3,158,288		3,158,288	405,752
Environmental Health	12.0	1,745,070		1,745,070	41,726
Infectious Disease Control and Prevention	92.0	10,269,144		10,269,144	1,066,212
Population Health Strategies	6.5	1,094,275		1,094,275	214,828
Vital Statistics	3.8	327,355		327,355	-
Health Centers					
HC Administration	27.1		20,025,346	20,025,346	208,540
Primary Care	74.7		13,158,192	13,158,192	310,369
Gladstone Pediatric Clinic and School-Based Health Centers	19.0		3,568,255	3,568,255	-
Dental	32.2		6,139,679	6,139,679	-
Behavioral Health Clinics	88.8		16,157,332	16,157,332	-
Behavioral Health Division					
BH Administration	20.0	6,750,683		6,750,683	442,788
System of Care	24.0	8,961,315		8,961,315	-
Peer Delivered	1.0	2,428,714		2,428,714	-
Prevention and Stigma Reduction	2.0	647,220		647,220	-
Safety Net Services	28.5	6,779,758		6,779,758	363,614
Housing & Community Development					
Community Development	10.1	8,210,845		8,210,845	40,781
TOTAL	679.4	126,685,503	59,048,804	185,734,307	10,304,801
FY 20/21 Budget	671.0	128,631,744	55,121,699	183,753,443	10,304,801
\$ Increase (Decrease)	8.4	-1,946,241	3,927,105	1,980,864	0
% Increase (Decrease)	1.25%	-1.51%	7.12%	1.08%	0.00%

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



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 proposes a budget of \$14,042,862. The Office serves as the central administration for all of H3S, and tracks several measures across divisions. The office is staffed with expertise in LEAN/Process Improvement, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Management, Budgeting, and Suicide Prevention.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (12/31/20)	FY 21-22 Target
RESULT	Percentage of results in H3S Performance Clackamas plan that are met by H3S divisions. ¹	76% ¹	70% ¹	70%	50% ¹	70%
STRATEGIC RESULT	By 2024, 90% of H3S Employee Satisfaction Surveys will indicate that employees are showing each other respect and support.	90.3%	NA ²	90%	NA ²	NA ²

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 FY20 or FY21, 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	503,087	1,463,777	1,012,390	1,013,134	677,211	(335,179)	-33.1%
Federal, State, Local, All Other Gifts & Donations	-	8,750	-	1,323	10,000,000	10,000,000	-
Charges, Fees, License, Permits, Fines, Assessments	1,427,897	1,403,501	1,330,832	1,410,832	1,616,688	285,856	21.5%
Revenue from Bonds & Other Debts	-	-	-	2,408	-	-	-
All Other Revenue Resources	21,702	26,138	-	8,123	-	-	-
Other Interfund Transfers	80,000	239,750	119,000	216,708	69,000	(50,000)	-42.0%
General Fund Support	1,818,632	1,837,525	1,605,345	1,694,037	1,679,963	74,618	4.6%
Operating Revenue	3,348,231	3,515,664	3,055,177	3,333,431	13,365,651	10,310,474	337.5%
Total Revenue	3,851,318	4,979,441	4,067,567	4,346,565	14,042,862	9,975,295	245.2%
Personnel Services	1,227,464	1,577,956	1,661,371	1,540,463	1,716,534	55,163	3.3%
Materials and Services	1,073,928	1,309,744	1,247,923	1,090,618	1,306,942	59,019	4.7%
Capital Projects	-	-	-	-	-	-	-
Operating Expenditure	2,301,392	2,887,700	2,909,294	2,631,081	3,023,476	114,182	3.9%
Debt Service	-	26,146	-	-	-	-	-
Special Payments	-	628,908	793,060	793,060	10,393,061	9,600,001	1210.5%
Transfers	86,149	423,554	245,213	245,213	212,213	(33,000)	-13.5%
Contingency	-	-	120,000	-	414,112	294,112	245.1%
Total Expense	2,387,541	3,966,308	4,067,567	3,669,354	14,042,862	9,681,183	245.2%
Revenues Less Expenses	1,463,777	1,013,133	-	677,211	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Beginning in FY 2021-22 is the Metro Supportive Housing Services Income Tax revenue of \$10,000,000. This will be used for supportive housing assistance and wraparound services in Clackamas County.



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 100 contracts, processes over 7,500 invoices and payments, and assists close to 9,000 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 19-20 the division had no fiscal findings.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (12/31/20) ¹	FY 21-22 Target
RESULT	Percentage of audits that result in zero fiscal findings.	100%	100%	100%	-	100%
OUTPUT	Number of contracts processed.	130	102	-	-	-
OUTPUT	Number of walk-ins and appointments seen at reception.	12,821	8,873	-	-	-
OUTPUT	Number of rides provided by Mt. Hood Express.	67,044	63,610	-	-	-

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 18-19 Actuals	FY 19-20 Actuals	FY20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,226,774	1,599,219	1,976,076	1,401,252	3,211,557	1,235,481	62.5%
Federal, State, Local, All Other Gifts & Donations	616,341	1,239,671	2,140,232	3,362,928	2,377,130	236,898	11.1%
Charges, Fees, License, Permits, Fines, Assessments	1,892,259	1,904,552	2,241,485	2,241,485	2,666,561	425,076	19.0%
All Other Revenue Resources	142,873	49,956	25,000	25,000	26,500	1,500	6.0%
Other Interfund Transfers	-	93,171	100,000	100,000	100,000	-	-
General Fund Support	1,468,566	1,348,610	1,297,742	1,301,297	1,013,868	(283,874)	-21.9%
Operating Revenue	4,120,039	4,635,960	5,804,459	7,030,710	6,184,059	379,600	6.5%
Total Revenue	5,346,813	6,235,179	7,780,535	8,431,962	9,395,616	1,615,081	20.8%
Personnel Services	1,510,936	1,746,753	2,002,194	1,942,144	2,584,261	582,067	29.1%
Materials and Services	2,106,132	2,599,985	4,483,518	2,696,661	5,210,832	727,314	16.2%
Capital Outlay	82,316	512,468	581,600	581,600	887,299	305,699	52.6%
Operating Expenditure	3,699,384	4,859,206	7,067,312	5,220,405	8,682,392	1,615,080	22.9%
Special Payments	-	69,388	-	-	-	-	-
Transfers	-	11,103	-	-	-	-	-
Contingency	-	-	713,223	-	713,223	-	-
Total Expense	3,699,384	4,939,697	7,780,535	5,220,405	9,395,616	1,615,080	20.8%
Revenues Less Expenses	1,647,429	1,295,482	-	3,211,557	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Additional funding and more contracts with community partners continue to strain the capacity of the Social Services Administration Program. COVID funding for rent assistance and shelter for people experiencing homelessness are the main drivers for the increased workload for the administrative team.



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 decrease in consumer use in FY 19-20. 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, 75% of participants achieved their goals in FY 19-20.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (12/31/20) ¹	FY 21-22 Target
RESULT	Percentage of people whose goals have been met.	85%	74%	75%	-	75%
OUTPUT	Number of contacts fielded by ADRC Information & Referral.	2,058	1,875	-	-	-
OUTPUT	Number of people served.	2,516	1,644	-	-	-

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 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	69,352	50,733	-	58,954	41,300	41,300	-
Federal, State, Local, All Other Gifts & Donations	2,002,035	2,495,933	2,463,393	2,445,239	2,264,647	(198,746)	-8.1%
Charges, Fees, License, Permits, Fines, Assessments	28,098	16,193	65,000	65,000	65,000	-	-
General Fund Support	-	-	-	-	180,762	180,762	-
Operating Revenue	2,030,133	2,512,126	2,528,393	2,510,239	2,510,409	(17,984)	-0.7%
Total Revenue	2,099,485	2,562,859	2,528,393	2,569,193	2,551,709	23,316	0.9%
Personnel Services	466,829	608,532	833,999	833,999	766,330	(67,669)	-8.1%
Materials and Services	964,304	1,078,956	1,089,813	1,089,313	1,074,709	(15,104)	-1.4%
Operating Expenditure	1,431,133	1,687,488	1,923,812	1,923,312	1,841,039	(82,773)	-4.3%
Special Payments	617,620	917,498	604,581	604,581	710,670	106,089	17.5%
Total Expense	2,048,753	2,604,986	2,528,393	2,527,893	2,551,709	23,316	0.9%
Revenues Less Expenses	50,732	(42,127)	-	41,300	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

ADRC call volume declined in FY 19-20, even as older adults and persons with a disability were disproportionately impacted by the COVID 19 pandemic. This indicates a need to increase outreach about the availability of this resource so that older adults, persons with a disability and their caregiving networks have easy access to vital information and services.



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

The Developmental Disabilities Program continues to meet its requirements for the number of qualifying encounters conducted, which ensures that the program receives its full allocation from the state.

The program continues 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 8.5% from FY 2019/20 through the first half of FY 2020/21.

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. In the first six months of FY 2020/21, 86% of survey respondents reported that they feel they have control and choice over their lives.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (12/31/20) ¹	FY 21-22 Target
RESULT	Percentage of program participants who say they achieve their goals.	76%	83%	70%	86%	70%
OUTPUT	Number of individuals served	1,995	2,041	-	2,214	-
RESULT	Percentage of abuse allegations that are reported within 24 hours of first knowledge	75%	78%	100%	-	100%
EFFICIENCY	Percentage of state-contracted qualifying encounters conducted	114%	94%	100%	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 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	2,914,772	4,141,550	4,404,214	1,489,442	51.1%
Federal, State, Local, All Other Gifts & Donations	7,357,524	8,440,972	10,142,690	10,142,690	10,142,690	-	-
Operating Revenue	7,357,524	8,440,972	10,142,690	10,142,690	10,142,690	-	-
Total Revenue	7,357,524	8,440,972	13,057,462	14,284,240	14,546,904	1,489,442	11.4%
Personnel Services	5,159,427	6,008,834	8,492,346	6,640,429	10,440,594	1,948,248	22.9%
Materials and Services	2,181,297	2,437,932	3,599,317	3,239,597	3,946,086	346,769	9.6%
Capital Outlay	16,800	-	100,000	-	65,400	(34,600)	-34.6%
Operating Expenditure	7,357,524	8,446,766	12,191,663	9,880,026	14,452,080	2,260,417	18.5%
Contingency	-	-	865,799	-	94,824	(770,975)	-89.0%
Total Expense	7,357,524	8,446,766	13,057,462	9,880,026	14,546,904	1,489,442	11.4%
Revenues Less Expenses	-	(5,794)	-	4,404,214	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

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 21-22 the program will add 15.00 new positions.



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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (12/31/20) ¹	FY 21-22 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.	9%	19%	-	-	-
OUTPUT	Dollars paid to alleviate energy costs.	\$3,727,840	\$3,197,189	-	-	-
OUTPUT	Number of payments made to restore service. ¹	264	231	-	-	-

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)
Oregon Energy Assistance Program (OEAP)
Oregon Low Income Gas Assistance Program (OLGA) | Over 25 years
Over 10 years
Over 15 years |
|-------------|---|---|



Social Services Line of Business

Energy Assistance Program

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	360	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	4,567,816	4,098,124	6,236,840	6,236,740	4,981,677	(1,255,163)	-20.1%
Operating Revenue	4,567,816	4,098,124	6,236,840	6,236,740	4,981,677	(1,255,163)	-20.1%
Total Revenue	4,568,176	4,098,124	6,236,840	6,236,740	4,981,677	(1,255,163)	-20.1%
Personnel Services	801,460	850,349	1,485,361	1,485,361	1,224,477	(260,884)	-17.6%
Materials and Services	3,760,416	3,244,930	4,742,404	4,742,304	3,748,125	(994,279)	-21.0%
Operating Expenditure	4,561,876	4,095,279	6,227,765	6,227,665	4,972,602	(1,255,163)	-20.2%
Special Payments	6,300	5,975	9,075	9,075	9,075	-	-
Total Expenses	4,568,176	4,101,254	6,236,840	6,236,740	4,981,677	(1,255,163)	-20.1%
Revenues Less Expenses	-	(3,130)	-	-	-	-	-

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

In FY 20/21 the Energy Assistance Program started a pilot program with a local water authority to provide financial assistance to customers who had fallen behind in their payments. Additionally, there are proposals at both the state and federal levels to create new, large scale water assistance programs. When these funds become available this program will need to increase staffing levels. An increase of 2.00 FTE were added in FY 21-22.



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 ongoing and exacerbated by the COVID 19 pandemic. The demand for services continues to outpace available services. The Social Services housing programs are operating at capacity, serving more nearly 600 households in FY 19/20. 1,372 households are awaiting services.

Those served are achieving positive outcomes, with 91% 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (12/31/20) ¹	FY 21-22 Target
RESULT	Percentage of households who have retained permanent housing six months after program completion.	92%	91%	65%	-	65%
OUTPUT	Number of households served.	659	599	-	-	-
DEMAND	Number of households on the CHA (Coordinated Housing Access) waitlist.	1,155	1,372	-	-	-

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 yea	\$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 yea	\$30,812 EHA
	Housing Stabilization Program	Over 15 years	
	Housing Rights & Responsibilities	Over 15 yea	\$28,000 EHA



Social Services Line of Business

Housing Support Program

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	417,596	442,983	230,255	759,493	6,297,876	6,067,621	2635.2%
Federal, State, Local, All Other Gifts & Donations	4,303,033	3,280,032	20,872,038	19,667,134	4,093,663	(16,778,375)	-80.4%
Charges, Fees, License, Permits, Fines, Assessments	869,585	1,494,669	3,229,053	2,305,900	1,255,242	(1,973,811)	-61.1%
All Other Revenue Resources	49	-	-	-	-	-	-
Other Interfund Transfers	20,791	97,223	100,000	100,000	100,000	-	-
General Fund Support	956,716	1,103,068	855,109	855,109	803,289	(51,820)	-6.1%
Operating Revenue	6,150,174	5,974,992	25,056,200	22,928,143	6,252,194	(18,804,006)	-75.0%
Total Revenue	6,567,770	6,417,975	25,286,455	23,687,636	12,550,070	(12,736,385)	-50.4%
Personnel Services	1,883,966	1,782,353	2,563,826	2,585,634	2,465,201	(98,625)	-3.8%
Materials and Services	4,026,932	3,550,095	11,716,212	13,484,421	5,460,553	(6,255,659)	-53.4%
Operating Expenditure	5,910,898	5,332,448	14,280,038	16,070,055	7,925,754	(6,354,284)	-44.5%
Special Payments	118,546	192,584	11,024,609	1,319,705	4,624,316	(6,400,293)	-58.1%
Contingency	-	-	-	-	-	-	-
Total Expense	6,029,444	5,525,032	25,304,647	17,389,760	12,550,070	(12,754,577)	-50.4%
Revenues Less Expenses	538,326	892,943	(18,192)	6,297,876	-	18,192	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Through March of 2021, Social Services has received more than \$25 million in federal and state rent assistance funding. The American Rescue Plan will provide, at minimum, an additional \$12 million dollars, and possibly as much as \$20 million. These fund will allow hundreds of Clackamas County residents to forestall eviction, and will also help to maintain the rental market by ensuring that landlords can pay their mortgage and maintain their properties.



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 19-20, OPI successfully provided 197 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 731 unduplicated people listed on the program waitlist at some point during the fiscal year.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (12/31/20) ¹	FY 21-22 Target
RESULT	Percentage of clients who did not transition to Medicaid services when exiting the program.	76%	68%	65%	76%	65%
OUTPUT	Number of clients served	292	197	-		-
DEMAND	Number of potential clients on waitlist	624	731	-		-

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 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	42,493	55,564	71,564	71,983	-	(71,564)	-100.0%
Federal, State, Local, All Other Gifts & Donations	716,885	757,601	594,424	594,424	493,842	(100,582)	-16.9%
General Fund Support	-	-	-	-	84,882	84,882	-
Operating Revenue	716,885	757,601	594,424	594,424	578,724	(15,700)	-2.6%
Total Revenue	759,378	813,165	665,988	666,407	578,724	(87,264)	-13.1%
Personnel Services	323,019	476,886	437,981	438,872	356,089	(81,892)	-18.7%
Materials and Services	297,943	265,152	228,007	227,535	222,635	(5,372)	-2.4%
Operating Expenditure	620,962	742,038	665,988	666,407	578,724	(87,264)	-13.1%
Special Payments	83,761	-	-	-	-	-	-
Total Expenses	704,723	742,038	665,988	666,407	578,724	(87,264)	-13.1%
Revenues Less Expenses	54,655	71,127	-	-	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Program staff continue to use analytics to determine the number of participants that can be served over the two year biennial allocation. This work will help to minimize the large variances in the number of program participants from the first year of the biennium to the second year.



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 18/19, the office filed 1,043 claims totaling \$13,623,340. 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. In FY 19/20, those investments result in a \$17.12 return for every \$1 of county funding.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (12/31/20) ¹	FY 21-22 Target
RESULT	Amount of new claim dollars granted to Clackamas County Veterans.	\$13,623,340	TBD ¹	\$10,000,000	-	\$10,000,000
OUTPUT	Number of claims filed.	1,043	1018	-	-	-
EFFICIENCY	Return on Investment: Claim dollars generated for every dollar spent on the Veterans Service Program.	\$17.12	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 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-21 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	89,000	89,685	-	65,758	55,000	55,000	-
Federal, State, Local, All Other Gifts & Donations	333,926	374,244	626,707	326,707	348,662	(278,045)	-44.4%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	498,086	521,184	559,618	559,618	599,230	39,612	7.1%
Operating Revenue	832,012	895,428	1,186,325	886,325	947,892	(238,433)	-20.1%
Total Revenue	921,012	985,113	1,186,325	952,083	1,002,892	(183,433)	-15.5%
Personnel Services	590,876	687,646	942,048	657,476	706,323	(235,725)	-25.0%
Materials and Services	240,815	231,709	244,277	239,607	296,569	52,292	21.4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expenditure	831,691	919,355	1,186,325	897,083	1,002,892	(183,433)	-15.5%
Total Expense	831,691	919,355	1,186,325	897,083	1,002,892	(183,433)	-15.5%
Revenues Less Expenses	89,321	65,758	-	55,000	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

There are no significant changes or issues for the Veterans Program.



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.

While the Volunteer Connection programs continue to successfully deliver services using the cost effective model of volunteer service supported by a dedicated small staff, the COVID pandemic has resulted in fewer volunteers due to programmatic constraints and concerns from volunteers about disease transmission. Most of the volunteers working with the Volunteer Connection programs are older adults. Volunteers logged more than 45,000 hours of donated work in FY 19-20 - the equivalent of 23 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (12/31/20) ¹	FY 21-22 Target
RESULT	Percentage of volunteers who feel their service is meaningful.	98%	98%	95%	-	95%
OUTPUT	Number of volunteer hours worked	53,202	45,017	-	-	-
EFFICIENCY	Number of volunteer hours per Volunteer Connection FTE	5,024	4,789	-	-	-

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	8 years	
	Oregon Money Management Program	6 years	
	Senior Companion Program	Over 20 years	\$62,470 (\$32,470 County General Fund; \$30,000 in kind)
	Special Needs Transportation	A number of grants are under the umbrella of SNT - some have been in effect for over 15 years, two are new in 16/17.	\$3,000 TriMet
	Community Services Block Grant	Over 25 years	



Social Services Line of Business

Volunteer Connection Program

Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	217,968	304,094	199,182	178,737	90,000	(109,182)	-54.8%
Federal, State, Local, All Other Gifts & Donations	1,423,933	1,379,273	1,707,014	1,594,392	1,591,333	(115,681)	-6.8%
Charges, Fees, License, Permits, Fines, Assessments	15,500	15,500	15,500	15,500	15,500	-	-
All Other Revenue Resources	4,794	3,252	-	-	-	-	-
General Fund Support	132,117	124,736	160,797	157,242	126,425	(34,372)	-21.4%
Operating Revenue	1,576,344	1,522,761	1,883,311	1,767,134	1,733,258	(150,053)	-8.0%
Total Revenue	1,794,312	1,826,855	2,082,493	1,945,871	1,823,258	(259,235)	-12.4%
Personnel Services	825,028	848,158	1,081,323	1,059,660	923,655	(157,668)	-14.6%
Materials and Services	512,180	483,495	652,357	465,590	555,497	(96,860)	-14.8%
Operating Expenditure	1,337,208	1,331,653	1,733,680	1,525,250	1,479,152	(254,528)	-14.7%
Special Payments	295,289	233,283	330,621	330,621	344,106	13,485	4.1%
Total Expense	1,632,497	1,564,936	2,064,301	1,855,871	1,823,258	(241,043)	-11.7%
Revenues Less Expenses	161,815	261,919	18,192	90,000	-	(18,192)	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Even as many of the Volunteer Connection programs were impacted by COVID 19, staff were able to make programmatic changes so that some services could continue. Many of the volunteers are older adults who are understandably hesitant to resume volunteer duties that put them into contact with the general public. The Transportation Reaching People had to suspend the volunteer driver component of the program and curtail paid driver operations over the past year in order to keep everyone safe. Life sustaining rides have continued throughout the pandemic. The Money Management Program was unable to access any volunteers, so more work was performed by paid staff. The Senior Companion Program was able to pivot and perform more work remotely by making reassurance calls to clients. As vaccines become more available, we look forward to welcoming volunteers back.



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 low-income county residents to lower their energy costs and increase the comfort, health, and safety of their homes.

Performance Narrative

The Weatherization Program has an adopted budget of \$2,404,476. During FY 19-20 the Weatherization Program served 46 households and the measures implemented in their homes saves them an average of \$728 per year in utility costs. Along with weatherization measures, we work to improve the overall health of the home, by installing smoke and carbon monoxide alarms and addressing indoor air quality issues, and we also provide energy education to help them lower their costs even further by operating their homes as efficiently as possible. Energy Education was provided to all households that received weatherization (46), in workshops/classes throughout the county (7 workshops/classes serving 70 participants), and through one-on-one home visits with 52 elderly, infirmed, and/or disabled clients. Year-to-date for FY 20/21, we have provided 87 home visits, offered 2 workshops in Senior Centers in Gladstone and Canby, and have completed weatherization measures on 22 homes.

Key Performance Measure

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (3/31/21)	FY 21-22 Target
RESULT	Decreased energy costs by an average of 25% or more ¹	28%	28%	25%	28%	25%

¹ Funder requires an average 12% reduction

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:

Bonneville Power Administration (BPA) - October 1st, 2021 to September 30th, 2022 (No Match Requirement)

Department of Energy (DOE) - July 1st, 2021 to June 30th, 2022 (No Match Requirement)

Energy Conservation Helping Oregonians (ECHO) - July 1st, 2021 to June 30th, 2022 (No Match Requirement)

Low-Income Home Energy Assistance Program (LIHEAP) - October 1st, 2021 to December 31, 2022 (No Match Requirement)

Northwest Natural Gas (NWN) - October 1st, 2021 to December 31, 2022 (No Match Requirement)

Community Development Block Grant - July 1st, 2021 to June 30th, 2022

Children, Family and Community Connections Line of Business

Weatherization Program



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	256,453	253,103	190,523	130,070	260,048	69,525	36.5%
Federal, State, Local, All Other Gifts and Donations	1,977,411	1,549,071	1,815,605	1,732,254	1,934,428	118,823	6.5%
Charges, Fees, License, Permits, Fines, Assessments	80,992	70,333	95,000	52,992	95,000	-	-
All Other Revenue Resources	-	-	-	900	3,000	3,000	-
Other Interfund Transfers	256,453	-	-	-	-	-	-
General Fund Support	-	-	-	-	112,000	112,000	-
Operating Revenue	2,314,856	1,619,404	1,910,605	1,786,146	2,144,428	233,823	12.2%
Total Revenue	2,571,309	1,872,507	2,101,128	1,916,216	2,404,476	303,348	14.4%
Personnel Services	1,028,061	856,027	973,713	930,462	1,117,895	144,182	14.8%
Materials and Services	1,148,421	958,682	1,127,415	826,823	1,286,581	159,166	14.1%
Operating Expenditure	2,176,482	1,814,709	2,101,128	1,757,285	2,404,476	303,348	14.4%
Transfers	256,453	-	-	-	-	-	-
Total Expense	2,432,935	1,814,709	2,101,128	1,757,285	2,404,476	606,696	14.4%
Revenues Less Expenses	138,374	57,798	-	158,931	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The anticipated Weatherization Services budget has an anticipated increase of \$303,348, or 14.4%, as state and federal grant revenue is expected to increase due to additional funds becoming available for weatherization services. These funds will support the approved contractors who will perform the major measure home improvements, as well as personnel and other costs required to run the program.



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 has an adopted budget of \$2,085,491. For the first two quarters of FY 20-21, 160 participants have received employment and training services through County-funded programs, with 66 (41%) receiving employment and 46 (70%) of those retaining employment after 90 days. COVID-19 has significantly affected the Workforce Program. Business closures resulting from the pandemic created a number of challenges as most employers were reducing staff and not in a position to hire. Rule and benefit changes to Unemployment Insurance due to COVID resulted in sporadic enrollment and engagement of program participants. Staff began providing services virtually to program participants immediately but options for education, training and employment were limited. The employment and training center was reopened on July 20, 2020 to provide in person access for individuals unable to access services virtually. Since that time, 349 in person client appointments have been held. Hiring is beginning to pick up and the Workforce Program continues to partner with Clackamas County Economic Development and the Oregon Employment Department to develop relationships with employers with immediate hiring needs.

Key Performance Measure

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (12/31/20)	FY 21-22 Target
RESULT	Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment).	76%	75%	55%	70%	55%
OUTPUT	Number of jobseekers in County-funded programs who obtained employment. ²	254	234	-	46	-

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, 2021 to June 30th, 2023
(No match required)

Oregon Department of Human Services - Supplemental Nutrition Assistance Program (SNAP) - October 1st, 2021 to September 30th, 2022
(Match required - CGF)

Community Development Block Grant - July 1st, 2021 to June 30th, 2022 (No match required)



Children, Family and Community Connections Line of Business

Workforce Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	401,212	604,305	483,622	330,169	393,883	(89,739)	-18.6%
Federal, State, Local, All Other Gifts and Donations	624,127	483,172	638,992	718,974	660,608	21,616	3.4%
Charges, Fees, License, Permits, Fines, Assessments	174,640	159,564	90,000	152,000	87,000	(3,000)	-3.3%
All Other Revenue Resources	6,478	9,175	-	-	-	-	-
Other Interfund Transfers	464,212	63,000	63,000	63,000	63,000	-	-
General Fund Support	966,946	912,330	859,051	859,051	881,000	21,949	2.6%
Operating Revenue	2,236,403	1,627,241	1,651,043	1,793,025	1,691,608	40,565	2.5%
Total Revenue	2,637,615	2,231,546	2,134,665	2,123,194	2,085,491	(49,174)	-2.3%
Personnel Services	1,118,680	1,090,369	1,311,680	1,405,893	1,355,038	43,358	3.3%
Materials & Services	398,688	448,584	822,985	457,607	560,341	(262,644)	-31.9%
Operating Expenditure	1,517,368	1,538,953	2,134,665	1,863,500	1,915,379	(219,286)	14.4%
Transfers	401,212	54,846	-	-	-	-	-
Contingency	-	-	-	-	170,112	170,112	-
Total Expense	1,918,580	1,593,799	2,134,665	1,863,500	2,085,491	(49,174)	-2.3%
Revenues Less Expenses	719,035	637,747	-	259,694	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The anticipated Workforce Services budget has a minor anticipated decrease of \$49,174, or 2.3%, as beginning fund balance is anticipated to slightly decrease, with small increases in other funding sources. The expenses across the board decreased, except for a slight increase in personnel services for cost of living.



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 an adopted budget of \$6,264,389. For the first two quarters of FY 20-21, 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, 437 youth received substance abuse prevention and intervention services and the program served 322 domestic violence survivors, helping them prepare a safety plan and/or giving them resources for how to stay safe.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (12/31/20)	FY 21-22 Target
RESULT	Percent of families that are healthy, stable & attached	95%	93%	85%	96%	85%
RESULT	Percent of clients with a domestic violence safety plan	93%	92%	95%	95%	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, 2021 to June 30th, 2023 (Minor match requirement)

Oregon Youth Development Division (YDD) - October 1st, 2021 to June 30th, 2023 (No match requirement)

Oregon State University (OSU) - July 1st, 2021 to June 30th 2022 (No match requirement)

Oregon Parenting Education Collaborative - July 1st, 2021 to June 30th, 2022 (No match requirement)

Oregon Health Authority Alcohol and Drug Prevention Education Program (AD-PEP)
July 1st, 2021 - June 30th, 2023 (No match requirement)

Department of Health & Human Services - Substance Abuse and Mental Health Services Administration (SAMHSA)
Strategic Prevention Framework - Partnership for Success (SPF-PFS) - ongoing 5 year grant
October 1st, 2021 - September 30th, 2022 (No match requirement)

Department of Justice - Office of Juvenile Justice & Delinquency Prevention (OJJDP) - Opioid Affected Youth Initiative (OAYI)
October 1st, 2021 - September 30th, 2022 (No match requirement) - ongoing 3 year grant

Department of Justice - Office on Violence Against Women (OVW) - Criminal Justice Response Grant
October 1st, 2021 - September 30th, 2022 (No match requirement) - ongoing 3 year grant

Department of Justice - Office of Justice Programs - Bureau of Justice Affairs (BJA) - Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program (COSSAP) October 1, 2021 - September 30, 2022 (No match requirement) - ongoing 3 year grant



Children, Family and Community Connections Line of Business

Prevention Services Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	917,076	1,386,059	835,390	570,320	630,027	(205,363)	-24.6%
Federal, State, Local, All Other Gifts and Donations	3,317,080	2,377,733	3,897,962	5,018,551	4,210,400	312,438	8.0%
Charges, Fees, License, Permits, Fines, Assessments	459,818	146,964	155,000	119,850	90,000	(65,000)	-41.9%
All Other Revenue Resources	13,031	27,900	30,000	8,560	-	(30,000)	-100.0%
Other Interfund Transfers	33,000	33,000	33,000	33,000	-	(33,000)	-100.0%
General Fund Support	1,682,482	1,709,660	1,478,328	1,445,328	1,333,962	(144,366)	-9.8%
Operating Revenue	5,505,411	4,295,257	5,594,290	6,625,289	5,634,362	40,072	0.7%
Total Revenue	6,422,487	5,681,316	6,429,680	7,195,609	6,264,389	(165,291)	-2.6%
Personnel Services	939,055	978,655	1,259,266	1,114,676	1,506,411	247,145	19.6%
Materials & Services	2,377,929	1,411,349	979,348	915,600	818,914	(160,434)	-16.4%
Operating Expenditure	3,316,984	2,390,004	2,238,614	2,030,276	2,325,325	86,711	3.9%
Special Payments	1,719,445	2,853,853	4,065,180	4,300,000	3,682,000	(383,180)	-9.4%
Transfers	-	102,444	125,886	-	-	(125,886)	0%
Contingency	-	-	-	-	257,064	257,064	0%
Total Expense	5,036,429	5,346,301	6,429,680	6,330,276	6,264,389	257,064	-2.6%
Revenues Less Expenses	1,386,058	335,015	-	865,333	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation. The anticipated FY21-22 Prevention Services budget has a minor decrease of (\$132,291), or 2.07%, compared to FY20-21. An increase in federal revenue grants will offset potential reductions at the State level. State funded grants are requiring more staffing, which has led to an increase in personal services, and less pass through of funds to community providers which has led to a reduction in materials and services and special payments.



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

In FY21, the Public Health Division (PHD) has been on the forefront of county services provided because of the COVID-19 pandemic. All PHD program personnel resources have been taxed, including the personnel in the administration program.

The Human Resources team has been overwhelmed by the onboarding of temporary and limited term staff for COVID-19 contact investigation, monitoring, and vaccine administration. Public Health has grown from 55 FTE to 146 FTE, not including temporary and contracted staff.

The Contracting team has been managing the COVID-19 Staffing Agency Contracts for the County's Emergency Operations Center, including Public Health. This workload is affecting our ability to meet our MFR performance metric. For the review period of 04/01/20 – 12/14/20 our percentage of direct and intermediate contracts processed within 60 days, decreased to 79%, 6 percentage points below our target of 85%.

The Budget and Fiscal team has been challenged with competing demands, including the financial management of federal COVID-19 funding, the County's implementation of a new chart of accounts, and the transition to OpenGov budgeting software. In December 2020, a contracted financial analyst was brought in to help manage these demands. However, in preparation for the FY22 budget cycle, the Budget team introduced a Budget Equity Tool to PHD program managers. The Tool includes a set of questions that guided Public Health in assessing how budget requests benefit and/or burden communities, specifically communities of color and low-income communities. Also, in an effort to further engage our community in our budgeting practices, in February of 2021, we presented our FY22 draft budget to the Public Health Advisory Council requesting budget recommendations and budget process feedback.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/20	FY 21-22 Target
RESULT	Percent of contracts (new and renewals) processed within 60 days.	89%	91%	85%	79%	85%
RESULT	Percent of all current staff members will receive an Individual Development Plan	On Hold	On Hold	100%	On Hold	100%

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



Public Health Line of Business

Public Health Administration Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	176,960	176,960	-
Charges, Fees, License, Permits, Fines, Assessments	658,113	610,609	813,403	492,341	607,099	(206,304)	-25.4%
All Other Revenue Resources	5,098	7,245	-	-	-	-	-
Other Interfund Transfers	-	194,017	-	-	-	-	-
Transfers In From General Fund	266,959	201,820	26,228	2,714	-	(26,228)	-100.0%
Operating Revenue	930,170	1,013,691	839,631	495,055	607,099	(232,532)	-27.7%
Total Revenue	930,170	1,013,691	839,631	495,055	784,059	(55,572)	-6.6%
Personnel Services	819,356	306,695	668,333	294,676	704,717	36,384	5.4%
Materials and Services	113,610	129,215	171,298	200,379	79,342	(91,956)	-53.7%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	932,966	435,910	839,631	495,055	784,059	(55,572)	-6.6%
Total Expense	932,966	435,910	839,631	495,055	784,059	(55,572)	-6.6%
Revenue Less Expense	2,796	(577,781)	-	-	-	-	
Significant Issues and Changes							

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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

The Access to Care Program prioritizes the following goals:

1. 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.
2. 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.
3. 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.
4. Building capacity in our nurse home visiting programs. Nurse home visiting is one of the most impactful and cost-effective public health prevention strategies. Investments in nurse home visiting strengthens CCPH programs and other County-operated services.

Clackamas County Public Health has a statutory responsibility to ensure access to family planning and immunizations (OAR 333-014-0550).

Women, Infants, and Children (WIC): WIC caseload has been decreasing the past five years. The last three months CCPH has managed to reverse this trend and has recently experienced slight increases in overall caseload. However, CCPH continues to fall short on enrolling Medicaid-eligible pregnant women onto WIC. Recommendation: Increase outreach and referrals to prenatal medical providers. Contribute to existing initiatives to develop and implement a tri-county coordinated Maternal Child Health Referral System.

Immunizations: Oregon's immunization law helps ensure that children can go to school in a safe and healthy environment free of vaccine-preventable diseases. Clackamas County has seen a sharp increase in the rate of parents choosing nonmedical exemptions to vaccines for their kindergarten-age children. The primary reason for the increase is vaccine hesitancy. Communities who identify as Russian-speaking have significantly lower immunizations rates and higher non-medical exemption rates. Pregnancy is a key time in which parents make vaccination decisions. Recommendation: Increase resources to expand regional vaccine hesitancy initiatives focusing on 1) the Russian-speaking community and expectant parents. 2) Support state-level policies to make it easier to get vaccine than a non-medical exemption.

Reproductive Health: CCPH works with community partners to identify gaps and barriers to service, and develop and implement plans to enhance access, especially for those most marginalized. Elected Officials are often in a position to remove barriers and gaps to services (e.g. BCC, local school boards). Recommendation: Increase political will and leadership support for policies that increase access to sexual and reproductive health services.

Nurse Home Visiting: Clackamas County currently has two nurse home visiting programs: BabiesFirst! and Cocoon. BabiesFirst! is a program for expectant parents with medical or social risk factors, and children ages birth to 5 years old. Cocoon is a care coordination and case management program for children and youth with special health care needs from birth to 21 years old. The number of referrals to BabiesFirst! and Cocoon have been inconsistent over the last several years, largely because of staffing changes and a lack of capacity to conduct community and provider engagement. Recommendation: enhance community and provider engagement activities, so the number of new referrals into the Nurse Home Visiting program increases.

Key Performance Measure

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/20	FY 21-22 Target
RESULT	60% Medicaid eligible pregnant women enrolled in WIC	50%	49%	60%	49%	60%

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



Public Health Line of Business

Access to Care Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	181,362	99,580	80,774	(100,588)	-55.5%
Federal, State, Local, All Other Gifts & Donations	1,942,474	2,113,220	2,372,576	2,306,720	2,129,881	(242,695)	-10.2%
Charges, Fees, License, Permits, Fines, Assessments	141,229	33,698	312,469	109,683	695,244	382,775	122.5%
All Other Revenue Resources	5,456	695	-	-	-	-	-
General Fund Support	680,104	914,193	742,528	452,565	394,810	(347,718)	-46.8%
Operating Revenue	2,769,263	3,061,806	3,427,573	2,868,968	3,219,935	(207,638)	-6.1%
Total Revenue	2,769,263	3,061,806	3,608,935	2,968,548	3,300,709	(308,226)	-8.5%
Personnel Services	1,527,570	1,691,786	2,078,986	1,695,890	2,083,856	4,870	0.2%
Materials and Services	1,307,535	1,235,567	1,499,935	1,191,884	1,216,853	(283,082)	-18.9%
Operating Expenditure	2,835,105	2,927,353	3,578,921	2,887,774	3,300,709	(278,212)	-7.8%
Total Expense	2,835,105	2,927,353	3,578,921	2,887,774	3,300,709	(278,212)	-7.8%
Revenue Less Expense	(65,842)	134,453	30,014	80,774	-	(30,014)	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Public Health Line of Business

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 following represents the primary FY21/22 goals for the Center for Public Health Advancement (CHPA) program:

- 1) Implement high quality and efficient Emergency Medical Services (EMS) such that providers achieve a 90% or higher response time every month.
- 2) Enhance community partnerships through the Blueprint process
- 3) Improve Public Health functions through modernization efforts

Why are these goals important?

The goals expressed above enable public health, in partnership with other partner agencies, the ability to serve Clackamas County with high quality Emergency Medical Services and have ability to respond to:

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

This work also allows public health to leverage these partners to implement other critical functions such as overdose prevention, sexually transmitted disease treatment and prevention and collect real time data on the type of services most in need in both urban and rural areas.

In addition, the Blueprint partnerships allow for a wide range of prevention and other service programs to be implemented based on current data trends and input by the community. A large element of this goal is the continued effort to update and build upon the Blueprint data site which is available to all residents of Clackamas County. These data allow for community partners to participate in all levels of community health improvement.

Finally, the CPHA has been actively involved in statewide efforts to enhance the legislation related to public health modernization, which serves the entire public health division and provides public health with the tools to address major threats like COVID-19 now and in the future.

Goal Alignment

The expressed goals outlined above align strongly with H3S's effort to ensure healthy families and strong communities in Clackamas County and the County goals 1) Ensure safe, healthy and secure communities.

Challenges and Successes

The major challenges faced during the previous fiscal year related to our limited ability to fully implement a comprehensive update to our Community Health Improvement Plan (CHIP) due to the pandemic. Several of the programs were delayed or suspended due to COVID-19, and a majority of the staff resources were devoted to battling the virus and helping the community recover by participating in Emergency Operations Center efforts. Not only did the pandemic strain the limited CPHA resources, the impacts of the recent major wildfires and the ice storm added to the overall challenges.

Despite the major limitations due to the pandemic, CPHA was still able to deliver high quality EMS services and act as first responders to three major disasters, and was able to continue updating our CHIP work and move forward with the Blueprint planning.

Key Performance Measure

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/20	FY 21-22 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	94%	95%	90%	94%	90%

¹ This measure is mandated by Oregon Health Authority

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

ORS 431.131 Public Health Modernization

"The Oregon Health Authority, in consideration of the advice provide by the Oregon Health Policy Board under ORS 431.125 (Duties related to public health law), shall establish by rule the foundational capabilities necessary to protect and improve the health of the residents of this state and to achieve effective and equitable health outcomes for the residents of this state....

At a minimum, the authority shall establish the following foundational capabilities: assessment and epidemiology; emergency preparedness and response; communications; policy and planning; leadership and organizational competencies; health equity and cultural responsiveness; and community partnership development...

At a minimum, the authority shall establish the following foundational programs: communicable disease control programs; environmental public health programs; prevention of injury and disease and promotion of health programs; and clinical preventive services."

Local Public Health Authority (LPHA) Agreement between Clackamas County & Oregon Health Authority (OHA)



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	67,834	439,038	907,912	990,211	769,956	(137,956)	-15.2%
Federal, State, Local, All Other Gifts & Donations	728,471	1,660,968	711,754	1,910,297	848,991	137,237	19.3%
Charges, Fees, License, Permits, Fines, Assessments	649,696	856,511	865,247	875,020	1,133,589	268,342	31.0%
All Other Revenue Resources	7,000	1,659	-	-	-	-	-
General Fund Support	822,317	508,922	458,377	613,163	405,752	(52,625)	-11.5%
Operating Revenue	2,207,484	3,028,060	2,035,378	3,398,480	2,388,332	352,954	17.3%
Total Revenue	2,275,318	3,467,098	2,943,290	4,388,691	3,158,288	214,998	7.3%
Personnel Services	640,493	1,349,995	825,032	1,664,284	1,171,314	346,282	42.0%
Materials and Services	698,013	705,205	1,324,079	1,393,380	928,234	(395,845)	-29.9%
Capital Outlay	-	-	350,000	182,045	112,781	(237,219)	-67.8%
Operating Expenditure	1,338,506	2,055,200	2,499,111	3,239,709	2,212,329	(286,782)	-11.5%
Special Payments	336,806	384,178	387,066	202,066	572,066	185,000	47.8%
Contingency	-	-	384,085	-	373,893	(10,192)	-2.7%
Total Expense	1,675,312	2,439,378	3,270,262	3,441,775	3,158,288	(111,974)	-3.4%
Revenue Less Expense	600,006	1,027,720	(326,972)	946,916	-	326,972	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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

Environmental Health (EH) is a mandated program that operates under an IGA with the Oregon Health Authority (OHA). License types, inspection frequency, and regulations used by the program are set in state statutes and rules. The IGA requires EH to complete at least 90% of the required routine inspections each calendar year, and include inspection standards that must be met. OHA audits the EH program's inspection work and staff every 3 years during the triennial review. An adequate staffing level is critical to balance completing the required number of inspections each year with maintaining high-quality work, as well as responding to emergencies in ways that protect the health and safety of our communities.

EH work shifted in 2020 due to the COVID-19 pandemic, wildfires, and winter storms. Public Health (PH) utilized EH staff to assist with case and outbreak management, consult with businesses, and follow-up on complaints. In March, OHA suspended the IGA inspection requirements and advised counties to stop in-person routine inspections. Clackamas County worked with OHA and neighboring counties to adopt virtual and alternative inspection methods. This allowed inspections to be scheduled during non-peak hours, focused on high risk operations, inclusive of OHA's COVID-19 guidance, and non-scored. EH 2021 license renewal fees were waived for business who experienced a financial loss due to COVID-19 and opted in for assistance. Many businesses have expressed appreciation for these considerations and recognizing their needs. EH worked with evacuation and warming shelters to ensure health and safety measures were in place, including reducing the risk of COVID-19 spread. Drinking water systems impacted by the wildfires and winter storms made some water unsafe to consume. EH staff assisted in notifying the public, and working with the water systems on repairs and testing to lift the notices and ensure safe water.

During the remainder of FY20-21 and FY21-22, EH will inspect reopening schools and continue alternative inspections while Clackamas County remains out of the Extreme Risk category for COVID-19. Response to stopping the spread of COVID-19 remains one of the top priorities of Public Health. EH will continue work one on one with restaurants and other licensed businesses to control outbreaks and educate on how to apply guidance, in addition to ensuring compliance with routine health and safety measures. The modification of routine inspection work is expected to continue through the pandemic, and the performance metric that is typically used for EH program work will be impacted again in 2021.

Key Performance Measure

		CY 2019 Actual	CY 2020 Actual	CY 2021 Target	FY 20-21 Actual as of 12/31/20	CY 2022 Target
RESULT	Percent of routine licensed facility inspections completed within the year.	92%	17%	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



Public Health Line of Business

Environmental Health Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	382,092	209,789	209,789	-
Federal, State, Local, All Other Gifts & Donations	150,401	152,975	180,475	179,470	179,470	(1,005)	-0.6%
Charges, Fees, License, Permits, Fines, Assessments	1,155,890	1,399,230	1,178,999	488,981	1,309,085	130,086	11.0%
All Other Revenue Resources	102	20	-	50	5,000	5,000	-
Transfers In From General Fund	58,274	48,572	6,695	177,996	41,726	35,031	523.2%
Operating Revenue	1,364,667	1,600,797	1,366,169	846,497	1,535,281	169,112	12.4%
Total Revenue	1,364,667	1,600,797	1,366,169	1,228,589	1,745,070	378,901	27.7%
Personnel Services	929,464	751,445	1,247,803	756,765	1,385,140	137,337	11.0%
Materials and Services	373,216	383,940	418,302	192,132	272,907	(145,395)	-34.8%
Operating Expenditure	1,302,680	1,135,385	1,666,105	948,897	1,658,047	(8,058)	-0.5%
Special Payments	62,106	84,543	82,156	69,903	87,023	4,867	5.9%
Total Expense	1,364,786	1,219,928	1,748,261	1,018,800	1,745,070	(3,191)	-0.2%
Revenue Less Expense	(119)	380,869	(382,092)	209,789	-	382,092	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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. Case and contact investigation for COVID-19, specifically, sits squarely within the Infectious Disease Control and Prevention Program, which resulted in an expansion of the workforce over six fold between March, 2020 and present. To sustain the COVID-19 response, the Public Health Division relied on the Local Public Health Authority (LPHA) contract with the Oregon Health Authority, PE12 PHEP grant and our PE01-1 State Support grant for Communicable Disease. Despite state and federal funding, it is imperative to counteract decades of reductions in funding for emergency preparedness and communicable disease, through ensuring that the Public Health Division has consistent local funding to respond to the COVID-19 outbreak and be prepared for future public health emergencies.

In addition to responding to COVID-19, Public Health has a statutory responsibility to investigate and control over 50 reportable infectious diseases, such as tuberculosis, syphilis, and gonorrhea. The performance measures track progress preventing and controlling these three diseases specifically. The rate of gonorrhea incidence (cases per 100,000 population) informs the Public Health Division of the burden of sexually transmitted infections (STI) in the county. As such, there is no target. At the end of 2020, the incidence of gonorrhea in Clackamas County was 103.6 cases per 100,000 population. These numbers are comparable to the incidence in 2018 (103.7 per 100,000), and higher than the incidence in 2019 (87.52 per 100,000). This figure is concerning as it is likely to be a false representation of the actual STI burden, as the COVID-19 pandemic significantly reduced testing across the county, meaning many cases of gonorrhea and other STIs have gone unreported. It is more likely that the incidence of gonorrhea is higher than what was reported in 2020 due to people not accessing the care they need to prevent and treat STIs.

By measuring the "percentage of syphilis cases with investigative files that contain risk factor information," we are looking at how comprehensively members of the IDCP team are able to complete interviews with syphilis cases, which is a reflection on how well-staffed the IDCP team is to respond to various reportable illnesses. The target is 85% for each of the risk factors (gender of patient's sex partners, HIV status, and pregnancy status). This year, the IDCP team did not meet the 85% target for two risk factors (77.42% of interviews collected information on sex partners, 83.87% collected HIV status), but they did acquire pregnancy status for 89% of women of reproductive age. These indicators fared worse overall as compared with 2019 wherein all targets for this indicator were met. This could be a reflection of the limited staff time available to dedicate to thorough syphilis case investigation due to their time being reallocated towards the COVID-19 response.

Lastly, the measure looks at percentage of active tuberculosis cases receiving appropriate treatment as well as the number of active tuberculosis cases receiving appropriate treatment. In 2020, there were fewer active tuberculosis cases in Clackamas County at only two. But both received the appropriate treatment. This is in comparison to 2019, wherein the IDCP team treated 7 out of 7 cases with the appropriate treatment.

In addition to dollars earmarked for COVID prevention and response, Public Health's IDCP budget consists of Federal Revenue including PE07 HIV Prevention funding, State Revenue including PE01 State Support for communicable disease and tuberculosis services; local government and other agencies, including the HIV Early Intervention and Outreach funding coming through Multnomah County; H3S Admin funding for needle exchange and reimbursements from OHA for TB chest x-ray and medical supplies; and county general fund.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/20	FY 21-22 Target
RESULT	Rate of gonorrhea incidence per 100,000 ¹	104	88	-	104	-
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	88%	85%	89%	85%

¹ 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



Infectious Disease Prevention and Control Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	2,710,626	1,977,038	1,977,038	-
Federal, State, Local, All Other Gifts & Donations	1,117,776	3,384,682	8,368,288	5,073,196	7,136,394	(1,231,894)	-14.7%
Charges, Fees, License, Permits, Fines, Assessments	-	61,903	210,552	78,523	82,000	(128,552)	-61.1%
All Other Revenue Resources	8,973	16,582	22,600	5,500	7,500	(15,100)	-66.8%
General Fund Support	143,762	552,946	628,183	680,061	1,066,212	438,029	69.7%
Operating Revenue	1,270,511	4,016,113	9,229,623	5,837,280	8,292,106	(937,517)	-10.2%
Total Revenue	1,270,511	4,016,113	9,229,623	8,547,906	10,269,144	1,039,521	11.3%
Personnel Services	786,750	1,400,160	5,556,440	3,786,503	7,207,252	1,650,812	29.7%
Materials and Services	350,131	817,298	2,323,125	2,660,763	2,938,288	615,163	26.5%
Capital Outlay	-	-	-	-	-	-	-
Operating Expenditure	1,136,881	2,217,458	7,879,565	6,447,266	10,145,540	2,265,975	28.8%
Special Payments	99,001	85,124	947,092	123,602	123,604	(823,488)	-86.9%
Total Expense	1,235,882	2,302,582	8,826,657	6,570,868	10,269,144	1,442,487	16.3%
Revenue Less Expense	34,629	1,713,531	402,966	1,977,038	-	(402,966)	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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

The following represents the primary FY21/22 goals for the Population Health Strategies (PHS) program:

- 1) Decrease Use of tobacco/vaping products and the misuse of Opioids and other highly addictive substances.
- 2) Enhance transportation/housing projects through the adoption of public health policies and practices.
- 3) Improve capacity to address the health impacts of climate change.

Why are these goals important?

Tobacco use still continues to be a major public health problem in Clackamas County, and there have been alarming trends in vaping behavior among youth and adults. Despite the alarming health impacts of COVID-19 this past year, tobacco use still continues to be the leading cause of disease and death in the United States. 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. In addition, Opioid use continues to be a major problem as prescription fills remain high, and recovery programs and services have been scarce.

Finally, opportunities exist to partner with other County departments that are involved in the planning of critical transportation and housing infrastructure to incorporate a health equity lens into their work.

Goal Alignment

The expressed goals outlined above align strongly with H3S's effort to ensure healthy families and strong communities in Clackamas County and the County goals 1) Ensure safe, healthy and secure communities and 2) Build a strong infrastructure.

Challenges and Successes

The major challenges faced during the previous fiscal year related to our limited ability to implement various interventions due to the pandemic. Several of the programs were delayed or suspended due to COVID-19, and a majority of the staff resources were devoted to battling the virus and helping the community recover. Despite the major limitations due to the pandemic, PHS was still able to coordinate the delivery of Naloxone to community partners to prevent overdoses, worked with health centers to create a referral system for smokers ready to quit, and worked with the Department of Transportation and Development (DTD) to integrate health outcomes into some of their project plans.

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/20	FY 21-22 Target
RESULT	Smoking rates (past 30 days) among 11th grade youth ¹	25.0%	-	20%	N/A	20%
RESULT	Opioid prescriptions per 1,000 residents	170.9	163.9	155	N/A	155

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



Public Health Line of Business

Population Health Strategies

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	297,462	190,812	398,604	101,142	34.0%
Federal, State, Local, All Other Gifts & Donations	503,479	533,082	729,812	703,357	421,914	(307,898)	-42.2%
Charges, Fees, License, Permits, Fines, Assessments	43,968	135,414	103,765	57,109	58,929	(44,836)	-43.2%
All Other Revenue Resources	-	9,789	-	-	-	-	-
General Fund Support	297,281	288,295	260,709	196,221	214,828	(45,881)	-17.6%
Operating Revenue	844,728	966,580	1,094,286	956,687	695,671	(398,615)	-36.4%
Total Revenue	844,728	966,580	1,391,748	1,147,499	1,094,275	(297,473)	-21.4%
Personnel Services	588,504	507,257	745,958	476,609	692,857	(53,101)	-7.1%
Materials and Services	367,469	230,779	536,326	272,286	401,418	(134,908)	-25.2%
Operating Expenditure	955,973	738,036	1,282,284	748,895	1,094,275	(188,009)	-14.7%
Special Payments	14,950	-	2,814	-	-	(2,814)	-100.0%
Total Expense	970,923	738,036	1,285,098	748,895	1,094,275	(190,823)	-14.8%
Revenue Less Expense	(126,195)	228,544	106,650	398,604	-	(106,650)	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 FY21, the Vital Statistics Program processed 98% of the death certificate orders received within 24 hours of a request, which exceeds our MFR performance metric target of 95%. However, this number does not reflect the integrity of the data since we did not gather information on a daily because of the impact the COVID-19 pandemic on workload and inability to telecommute during shut down (prohibited by Oregon Administrative Rule 333-011-0205). Vital Statistics personnel also staff Public Health and Health Centers Reception, which were affected by the large volume of calls due to the Governor's Executive Orders on COVID-19 that shut down restaurants, bars, and other county businesses.

In FY22, we allocated funding for Vital Check, an online platform for ordering birth and death certificates. This online platform aligns with Public Health's goals to ensure that programs and investments help to reduce disparities for community of color and low income. According to our demographics, Vital Check will benefit the black/African American and Hispanic/Latino communities in Estacada and the Slavic community in our Oregon Trail equity zone.

Key Performance Measure

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/20	FY 21-22 Target
RESULT	Percent of death certificates processed same day received (within 24 hours).	96%	96%	95%	99%	95%

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:

Our Vital Statistics Program offers Birth & Death Certificates, which is a mandated services for Local Public Health in Oregon: OHA/ORS 432.035 & OAR 333-011-0340



Public Health Line of Business

Vital Statistics Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	53,853	169,434	-	144,534	(24,900)	-14.7%
Charges, Fees, License, Permits, Fines, Assessments	410,114	505,754	371,667	434,808	182,821	(188,846)	-50.8%
Operating Revenue	410,114	505,754	371,667	434,808	182,821	(188,846)	-50.8%
Total Revenue	410,114	559,607	541,101	434,808	327,355	(213,746)	-39.5%
Personnel Services	242,789	148,738	221,408	170,163	205,608	(15,800)	-7.1%
Materials and Services	110,728	96,654	147,159	117,011	118,647	(28,512)	-19.4%
Operating Expenditure	353,517	245,392	368,567	287,174	324,255	(44,312)	-12.0%
Special Payments	3,390	3,791	3,100	3,100	3,100	-	-
Total Expense	356,907	249,183	371,667	290,274	327,355	(44,312)	-11.9%
Revenue Less Expense	53,207	310,424	169,434	144,534	-	(169,434)	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.



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 adopted a budget of \$20,025,346. 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.

Clackamas Health Centers regularly surveys patients and clients on their experience of care, interactions with staff, and respect for their culture. This measure displays the percentage of people who respond 'Good' or 'Excellent' to the question 'Overall, how would you rate your most recent experience'.

Key Performance Measure

		CY 2018 Actual	CY 2019 Actual	CY 2020 Target	CY2020 Actuals as of 12/31/20	CY 2021 Target
RESULT	% of Patients who report overall satisfaction when surveyed.	91%	90%	90%	78%	90%

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-GY20: 05/01/2021-04/30/2022 = \$2,354,317 (Health Resources and Service Administration)
 SAMHSA: Zero Suicide: 09/30/2021-09/29/2022 = \$160,467 (Substance Abuse and Mental Health Services Administration)
 HRSA330-GY20 QI Grant: 09/01/2020-08/31/2021 = \$24,000 (Health Resources and Service Administration)



Health Centers Line of Business

Health Centers Administration Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	16,552,142	16,544,539	12,215,719	17,319,445	14,061,297	1,845,578	15.1%
Federal , State, Local, All Other Gifts & Donations	2,722,242	2,591,874	2,490,762	2,853,286	2,538,784	48,022	1.9%
Charges, Fees, License, Permits, Fines, Assessments	1,971,615	2,738,807	3,250,783	2,682,267	2,992,329	(258,454)	-8.0%
Revenue from Bonds & Other Debts	-	-	-	45,963	45,963	45,963	-
All Other Revenue Resources	245,921	196,554	208,240	210,563	161,000	(47,240)	-22.7%
General Fund Support	567,643	587,523	518,909	518,909	208,540	(310,369)	-59.8%
Total Revenue	22,059,563	22,659,297	18,684,413	23,630,433	20,007,913	1,323,500	7.1%
Personnel Services	3,774,018	4,049,513	4,127,632	4,048,704	3,630,439	(497,193)	-12.0%
Materials & Services	1,777,527	2,380,496	2,085,485	2,026,926	2,327,234	241,749	11.6%
Capital Outlay	25,000	803,911	-	1,010,908	3,500,000	3,500,000	-
Operating Expenditure	5,576,545	7,233,920	6,213,117	7,086,538	9,457,673	3,244,556	52.2%
Special Payments	7,615	305,136	5,000	2,996	6,376	1,376	27.5%
Transfers	-	29,541	-	253,296	-	-	-
Reserve for Future Expenditures	-	-	10,581,790	-	-	(10,581,790)	-100.0%
Contingency	-	-	1,633,929	-	10,561,297	8,927,368	546.4%
Total Expense	5,584,160	7,568,597	18,433,836	7,342,830	20,025,346	4,836,067	8.6%
Total Revenues Less Expenses	16,475,403	15,090,700	250,577	16,287,603	(17,433)		

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

For FY22 Health Center's moved the budgeted reserve for future expenditures into contingency. Health Center's learned that we were budgeting those funds in the incorrect accounting previous years. The large increase in capital outlay is for the building of the new Sandy Integrated Health Clinic.



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 adopted a budget of \$13,158,192. The Primary Care Program provides comprehensive health services at three primary care clinics. 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 83,600 people a year (according to the American Diabetes Association, 2017). This measure displays the percentage of patients 18-75 years of age seen at Clackamas Health Centers with a diagnosis of diabetes who had blood sugar in the controlled range (hemoglobin A1c > 9.0%) during the measurement period. To improve this measure in the coming year, Clackamas Health Centers is engaging in an expanded focus on care for chronic conditions as a response to the COVID 19 pandemic subsides.

Key Performance Measure

		FY 18-19 Actual	FY 19-20 Actual	CY 2020 Target	FY 20-21 Actuals as of 12/31/20	CY 2021 Target
RESULT	Percent of patients with Diabetes with blood sugar levels under control. ¹	71%	78%	78%	70%	76.6%
OUTPUT	Number of primary care visits.	44,411	41,741	-	19,852	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

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: 09/30/2021-09/29/2022 = \$192,832 (Substance Abuse and Mental Health Services Administration)



Health Centers Line of Business

Primary Care Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,713,587	3,047,114	1,712,979	3,164,685	1,715,518	2,539	0.1%
Charges, Fees, License, Permits, Fines, Assessments	9,984,014	9,155,055	8,242,553	8,636,348	9,070,719	828,166	10.0%
All Other Revenue Resources	15,456	17,635	9,640	7,601	13,652	4,012	41.6%
General Fund Support	-	-	-	-	310,369	310,369	-
Total Revenue	11,713,057	12,219,804	9,965,172	11,808,634	11,110,258	1,145,086	11.5%
Personnel Services	10,251,279	10,234,275	9,609,139	9,197,290	10,332,635	723,496	7.5%
Materials and Services	3,283,284	3,248,350	2,348,306	3,326,797	2,825,557	477,251	20.3%
Capital Outlay	15,707	-	-	3,864	-	-	-
Operating Expenditure	13,550,270	13,482,625	11,957,445	12,527,951	13,158,192	1,200,747	10.0%
Total Expense	13,550,270	13,482,625	11,957,445	12,527,951	13,158,192	1,200,747	10.0%
Revenues Less Expenses	(1,837,213)	(1,262,821)	(1,992,273)	(719,317)	(2,047,934)		

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The Primary Care Program has successfully transitioned to providing telemedicine services in addition to in person services which has help to mitigate the impact of the COVID-19 pandemic in FY20-21.



Health Centers Line of Business

Gladstone Pediatric Clinic and School-Based Health Centers

Purpose Statement

The purpose of the Gladstone Pediatric Clinic and School-Based Health Centers Program is to provide quality, evidence-based pediatric care, to children and teens in order to support and promote their optimal health, growth and development.

Performance Narrative

The Primary Care Program adopted a budget of \$3,568,255. The Gladstone Pediatric Clinic and School-Based Health Centers Program provides comprehensive health services at one pediatric primary care clinic 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.

Despite the effectiveness of vaccines to prevent disease and reduce unnecessary costs to the health care system, immunization rates for children in Oregon remain well below national Healthy People 2020 goals. Much attention is given to those who choose not to vaccinate their children; however, these families and communities represent the minority in Oregon. Most parents do intend to vaccinate their children according to the American Academy of Pediatrics schedule and as recommended by their health care provider. Thus, providers play a key role in immunization rates among their patients. Clackamas Health Centers focuses on this key measure through patient outreach, patient education, and emphasis on providing immunizations by key benchmarks in child development.

Key Performance Measure

		FY 18-19 Actual	FY 19-20 Actual	CY 2020 Target	FY 20-21 Actuals as of 12/31/20	CY 2021 Target
RESULT	Percent of child patients (age 2 and younger) will have complete immunizations. ¹	71%	78%	78%	75%	80.8%
OUTPUT	Number of primary care visits.	-	4,495	-	2,675	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

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

Gladstone Pediatric Clinic and School-Based Health Centers

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	78,282	160,000	389,227	161,161	1,161	0.7%
Charges, Fees, License, Permits, Fines, Assessments	-	970,466	2,966,863	1,909,852	2,771,400	(195,463)	-6.6%
Total Revenue	-	1,048,748	3,126,863	2,299,079	2,932,561	(194,302)	-6.2%
Personnel Services	-	1,278,141	2,907,536	2,629,464	3,020,369	112,833	3.9%
Materials and Services	-	260,274	555,319	480,133	547,886	(7,433)	-1.3%
Operating Expenditure	-	1,538,415	3,462,855	3,109,597	3,568,255	105,400	3.0%
Total Expenses	-	1,538,415	3,462,855	3,109,597	3,568,255	105,400	3.0%
Revenues Less Expenses	-	(489,667)	(335,992)	(810,518)	(635,694)		

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

Gladstone Pediatric Clinic and School-Based Health Centers continue to be impacted by the COVID-19 pandemic as schools are still not fully open which is illustrated in the low year-end projections for FY20-21. As schools return to more normal operations in FY21-22 the Gladstone Pediatric Clinic and School-Based Health Centers expect to see a large increase in demand for services which can be seen in the increase in revenue for FY21-22.



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 adopted a budget of \$6,139,679. 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 21-22, the Dental Program will be expanding to provide dental services to clients in Sandy.

Poor oral health has been linked to chronic pain, lost school days, and avoidable visits to the emergency department. Oral health can also affect speech, nutrition, growth and function, social development. Ensuring all children have access to dental health care during these formative years is important to their overall health and quality of life. By adding Pediatric Dental, and through deliberate focus, Clackamas Health Centers has made great strides in ensuring children seen within our Dental program receive preventative care services.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	CY 2020 Target	FY 20-21 Actuals as of 12/31/20	CY 2021 Target
RESULT	Percent of children (age 1-14) seen at Dental Health Centers receiving preventative dental services. ¹	21.0%	26.0%	26.0%	82.0%	65.5%
OUTPUT	Number of dental visits.	18,480	14,872	-	7,116	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	44,551	7,366	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	3,000	1,118,072	-	785,502	134,755	134,755	-
Charges, Fees, License, Permits, Fines, Assessments	3,554,505	3,584,556	5,405,172	3,165,500	5,352,600	(52,572)	-1.0%
Total Revenue	3,602,056	4,709,994	5,405,172	3,951,002	5,487,355	82,183	1.5%
Personnel Services	3,120,017	3,682,397	4,747,276	4,072,332	4,976,630	229,354	4.8%
Materials and Services	1,111,296	1,268,107	1,386,228	1,046,095	1,163,049	(223,179)	-16.1%
Capital Outlay	20,939	218,461	-	-	-	-	-
Operating Expenditure	4,252,252	5,168,965	6,133,504	5,118,427	6,139,679	6,175	0.1%
Total Expense	4,252,252	5,168,965	6,133,504	5,118,427	6,139,679	6,175	0.1%
Revenues Less Expenses	(650,196)	(458,971)	(728,332)	(1,167,425)	(652,324)		

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The Dental program has been one of the hardest hit by the COVID-19 Pandemic which has caused the decrease in the projected FY20-21 numbers. FY21-22 Budget also includes the addition of a new dental clinic in the New Sandy Integrated Health Clinic.



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 adopted a budget of \$16,157,332. 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 addiction treatment services to children, adolescents, adults, and their families.

As part of the H3S Zero Suicide initiative Clackamas Health Centers is committed to suicide prevention in health and behavioral health care systems, and also a specific set of tools and strategies. Including assessment of suicide risk for all clients over age 12. 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 906 deaths in 2019 in the state of Oregon, and 68 in Clackamas county. Current data shows that for 2020, there were 816 deaths in Oregon, and 79 in Clackamas County. This data is from OHA Oregon Death Data records.

Key Performance Measure

		FY 18-19 Actual	FY 19-20 Actual	CY 2020 Target	FY 20-21 Actuals as of 12/31/20	CY 2021 Target
RESULT	Percent of clients 12 and older screened for suicide risk at their initial and/or annual assessment and as clinically needed. ¹	90%	85%	85%	88%	90%
OUTPUT	Number of client visits.	56,182	58,298	-	26,592	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

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: 07/01/2021-06/30/2022 = \$127,384 (Criminal Justice Commission)

CJC: Adult Drug Court Grant: 07/01/2021-06/30/2022 = \$121,242 (Criminal Justice Commission)

BJA: Adult Drug Grant: 07/01/2021-06/30/22 = \$166,589 (Bureau of Justice Assistance)



Health Centers Line of Business

Behavioral Health Clinic Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	45,233	110,582	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	615,272	1,231,572	323,626	733,845	545,215	221,589	68.5%
Charges, Fees, License, Permits, Fines, Assessments	14,101,663	16,789,544	17,611,698	15,028,947	18,957,900	1,346,202	7.6%
All Other Revenue Resources	5,292	8,062	4,755	5,062	7,582	2,827	59.5%
Total Revenue	14,767,460	18,139,760	17,940,079	15,767,854	19,510,697	1,570,618	8.8%
Personnel Services	9,362,586	10,652,395	12,260,245	12,011,392	13,145,003	884,758	7.2%
Materials and Services	2,730,381	3,047,161	2,873,814	3,285,508	3,012,329	138,515	4.8%
Operating Expenditure	12,092,967	13,699,556	15,134,059	15,296,900	16,157,332	1,023,273	6.8%
Total Expense	12,092,967	13,699,556	15,134,059	15,296,900	16,157,332	1,023,273	6.8%
Revenues Less Expenses	2,674,493	4,440,204	2,806,020	470,954	3,353,365		

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The Behavioral Health Clinics have been impacted by the COVID-19 pandemic which has caused the low FY20-21 projections. The driver of the increase in charges for services over the FY20-21 budget is tied to Health Center's being able to bill for services that are provided at the Clackamas Substance Abuse Program (CSAP).



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 adopted a budget of \$6,750,683. 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (3/31/21)	FY 21-22 Target
RESULT	Percent of vouchers/invoices processed within 15 days. ¹	93%	91%	90%	85%	90%
RESULT	Percent of customers reporting satisfied or highly satisfied with the service(s) they receive from Administration Program.	New	88%	90%	92%	90%

¹ Behavioral Health Division processes roughly 1,200 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.

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY22 budget: January 1, 2021–December 31, 2021 and January 1, 2022–December 31, 2022. There are no matching requirements.



Behavioral Health Division Line of Business

Behavioral Health Administration Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,967,278	2,535,250	3,455,970	2,672,661	2,096,075	(1,359,895)	-39.3%
Federal, State, Local, All Other Gifts & Donations	2,191,471	2,554,914	2,190,578	3,684,011	3,153,947	963,369	44.0%
Charges, Fees, License, Permits, Fines, Assessments	902,693	1,016,786	1,052,163	841,397	1,000,373	(51,790)	-4.9%
All Other Revenue Resources	6,512	(16,211)	-	169,196	57,500	57,500	-
General Fund Support	129,955	328,349	343,377	163,666	442,788	99,411	29.0%
Operating Revenue	3,230,631	3,883,838	3,586,118	4,858,270	4,654,608	1,068,490	29.8%
Total Revenue	5,197,909	6,419,088	7,042,088	7,530,931	6,750,683	(291,405)	-4.1%
Personnel Services	2,063,403	2,145,760	2,665,670	2,782,600	2,974,019	308,349	11.6%
Materials and Services	1,484,251	2,044,857	1,523,771	2,791,348	1,905,844	382,073	25.1%
Operating Expense	3,547,654	4,190,617	4,189,441	5,573,948	4,879,863	690,422	16.5%
Transfers	-	5,923	-	-	-	-	-
Contingency	-	-	2,852,647	-	1,870,820	(981,827)	-34.4%
Total Expense	3,547,654	4,196,540	7,042,088	5,573,948	6,750,683	(291,405)	-4.1%
Revenues Less Expenses	1,650,255	2,222,548	-	1,956,983	-	-	

Significant Issues and Changes

FY21-22 Presentation changes are the result of the new county-wide chart of account implementation

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.

Decision was made to move contingency previously held in Admin to the programs where the funding is most appropriately to be used.



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 adopted a budget of \$8,961,315. This represents a decrease from previous years due to changes in our relationship with HealthShare of Oregon (Medicaid). Many contracted services agreements for Medicaid clients, previously administered by Clackamas County, are now administered by the Coordinated Care Organizations. 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (3/31/21)	FY 21-22 Target
RESULT	By 2025, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need.	87%	89%	90%	83%	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 (CMHP).

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY22 budget: January 1, 2021–December 31, 2021 and January 1, 2022–December 31, 2022. There are no matching requirements.



Behavioral Health Division Line of Business

Behavioral Health System of Care Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	2,048,652	1,248,312	2,568,318	2,180,005	1,617,537	(950,781)	-37.0%
Federal, State, Local, All Other Gifts & Donations	7,920,917	5,774,916	7,073,382	5,974,732	7,331,778	258,396	3.7%
All Other Revenue Resources	210,471	208,019	-	16,453	12,000	12,000	-
Operating Revenue	8,131,388	5,982,935	7,073,382	5,991,185	7,343,778	270,396	3.8%
Total Revenue	10,180,040	7,231,247	9,641,700	8,171,190	8,961,315	(680,385)	-7.1%
Personnel Services	2,441,423	2,896,407	3,424,525	2,802,182	3,135,054	(289,471)	-8.5%
Materials and Services	6,757,270	3,085,199	3,956,561	2,487,215	3,314,262	(642,299)	-16.2%
Operating Expense	9,198,693	5,981,606	7,381,086	5,289,397	6,449,316	(931,770)	-12.6%
Special Payments	-	131,217	749,000	652,361	901,610	152,610	20.4%
Transfers	-	-	50,000	-	-	(50,000)	-100.0%
Contingency	-	-	962,412	-	1,610,389	647,977	67.3%
Total Expense	9,198,693	6,112,823	9,142,498	5,941,758	8,961,315	(1,112,953)	-2.0%
Revenues Less Expenses	981,347	1,118,424	499,202	2,229,432	-		

Significant Issues and Changes

FY21-22 Presentation changes are the result of the new county-wide chart of account implementation

Fund balance for FY 2022 was reduced in anticipation of unearned CMHP funds that will be held for settlement at the end of calendar year 2021.



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 a 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 adopted a budget of \$ 2,428,714. 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (3/31/21)	FY 21-22 Target
RESULT	Percent of customers feel their quality of life has improved as measured by self-reported survey.	-	75%	80%	77%	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).

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY22 budget: January 1, 2021–December 31, 2021 and January 1, 2022–December 31, 2022. There are no matching requirements.



Behavioral Health Division Line of Business

Peer Delivered Services Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	2,556,845	1,934,845	374,583	278,843	274,105	(100,478)	-26.8%
Federal, State, Local, All Other Gifts & Donations	3,750,464	3,781,991	2,165,508	2,306,375	2,120,826	(44,682)	-2.1%
All Other Revenue Resources	48,843	299	-	-	500	500	-
Other Interfund Transfers	-	-	-	-	33,283	33,283	-
Operating Revenue	3,799,307	3,782,290	2,165,508	2,306,375	2,154,609	(10,899)	-0.5%
Total Revenue	6,356,152	5,717,135	2,540,091	2,585,218	2,428,714	(111,377)	-4.4%
Personnel Services	449,836	538,393	174,203	127,284	136,349	(37,854)	-21.7%
Materials and Services	2,744,660	2,996,385	1,674,590	1,679,719	1,663,470	(11,120)	-0.7%
Operating Expense	3,194,496	3,534,778	1,848,793	1,807,003	1,799,819	(48,974)	-2.6%
Special Payments	798,997	848,767	643,942	518,102	401,385	(242,557)	-37.7%
Contingency	-	-	47,356	-	227,510	180,154	380.4%
Total Expense	3,993,493	4,383,545	2,540,091	2,325,105	2,428,714	(111,377)	-4.4%
Revenues Less Expenses	2,362,659	1,333,590	-	260,113	-	-	

Significant Issues and Changes

FY21-22 Presentation changes are the result of the new county-wide chart of account implementation



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 adopted a budget of \$647,220. 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (3/31/21)	FY 21-22 Target
RESULT	Percent of Get Trained to Help participants report taking action(s) they could not otherwise taken.	74%	69%	70%	71%	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.

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY22 budget: January 1, 2021–December 31, 2021 and January 1, 2022–December 31, 2022. There are no matching requirements.



Behavioral Health Division Line of Business

Prevention and Stigma Reduction Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	702,105	189,491	708,209	159,072	21,563	(686,646)	-97.0%
Federal, State, Local, All Other Gifts & Donations	272,059	333,761	545,922	647,113	624,657	78,735	14.4%
All Other Revenue Resources	-	-	-	-	1,000	1,000	-
Operating Revenue	272,059	333,761	545,922	647,113	625,657	79,735	14.6%
Total Revenue	974,164	523,252	1,254,131	806,185	647,220	(606,911)	-48.4%
Personnel Services	141,147	139,307	117,547	238,104	254,848	137,301	116.8%
Materials and Services	440,679	167,290	1,348,586	237,279	229,675	(1,118,911)	-83.0%
Operating Expense	581,826	306,597	1,466,133	475,383	484,523	(981,610)	-67.0%
Special Payments	55,500	147,000	287,200	-	-	(287,200)	-100.0%
Transfers	-	-	-	50,000	-	-	-
Contingency	-	-	-	-	162,697	162,697	-
Total Expense	637,326	453,597	1,753,333	525,383	647,220	(1,106,113)	-63.1%
Revenues Less Expenses	336,838	69,655	(499,202)	280,802	-	499,202	

Significant Issues and Changes

FY21-22 Presentation changes are the result of the new county-wide chart of account implementation

Reduction of vacant position in Prevention/Promotion.



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 adopted a budget of \$6,779,758. 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 resident of the community.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of (3/31/21)	FY 21-22 Target
RESULT	Percent of safety net clients, receiving jail diversion services, that do not get re-arrested in Clackamas County within 90 days.	73%	56.5% ¹	70%	82%	70%
RESULT	Percent of Medicaid or uninsured patients that do not get readmitted to a hospital within 30 days.	91%	87%	85%	86%	85%

¹ 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 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 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.

CMHP funding is provided on a calendar basis so there will be two agreements supporting the FY22 budget (Jul-Dec 2021, Jan-Jun 2022).



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 is \$8,210,845. 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 FY21-22 year-to-date actuals include: Pre-development – Fuller Road Greenline Development 100 units, Webster Road 48 units ; Under Construction – 212 new units at Rosewood Terrace; and Completed – preservation of 100 units of Public Housing at Hillside Manor and Housing Rehab Program 18 units Rehabilitated.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/20	FY 21-22 Target
RESULT	Percent of houseless individuals served by CoC programs who move to or maintain stable housing. ¹	85%	85%	85%	96%	85%
OUTPUT	Number of affordable housing units retained or in development (subtotals below). ²	500	131	300	478	267
	# of Affordable units in pre-development.	200	100	100	148	67
	# of Affordable units under construction.	256	100	100	212	100
	# of Affordable units completed and/or rehabilitated.	44	100	100	118	100

¹ CoC measure as reported in the latest CoC Consolidated Application on page 13.

² Community Development and H3S will continue to refine these unit development measures. 131 as reported in FY19-20 CAPER and IDIS PR23 and does not include HACC accomplishments or County-wide totals 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 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 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,171,010	739,128	557,528	640,064	640,064	82,536	14.8%
Federal, State, Local, All Other Gifts & Donations	4,883,743	5,206,168	6,428,337	5,856,522	5,805,000	(623,337)	-9.7%
All Other Revenue Resources	4,508	(177)	-	2,000	855,000	855,000	-
Charges, Fees, License, Permits, Fines, Assessments	365,043	216,545	342,500	290,000	290,000	(52,500)	-15.3%
Revenue from Bonds & Other Debts	946,470	572,485	655,000	585,000	580,000	(75,000)	-11.5%
Other Interfund Transfers	-	48,279	-	-	-	-	-
General Fund Support	77,905	50,000	40,781	17,978	40,781	-	-
Operating Revenue	6,277,669	6,093,299	7,466,618	6,751,500	7,570,781	104,163	1.4%
Total Revenue	7,448,679	6,832,427	8,024,146	7,391,564	8,210,845	186,699	2.3%
Personnel Services	1,217,632	1,223,869	1,386,645	1,335,500	1,310,487	(76,158)	-5.5%
Materials and Services	3,241,210	4,084,388	3,052,473	3,059,000	3,941,542	889,069	29.1%
Capital Outlay	-	14,960	-	5,000	5,000	5,000	-
Operating Expenditure	4,458,842	5,323,217	4,439,118	4,399,500	5,257,029	817,911	18.4%
Debt Service	3,759	1,814	5,000	2,000	4,000	(1,000)	-20.0%
Special Payments	2,246,950	867,332	3,022,500	2,350,000	2,309,752	(712,748)	-23.6%
Contingency	-	-	557,528	-	640,064	82,536	14.8%
Total Expense	6,709,551	6,192,363	8,024,146	6,751,500	8,210,845	186,699	2.3%
Revenues Less Expenses	739,128	640,064	-	640,064	-	-	

Significant Issues and Changes

FY 21-22 Presentation changes are the results of the new county-wide chart of account implementation

The most significant issue continues to be the COVID Pandemic, CARES Act funding and the American Rescue Plan fund planning and expenditures. The current federal administration has approved slight increases in the regular CDBG, HOME ESG and Continuum of Care budgets.

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Business & Community Services

Sarah Eckman, Interim Director

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

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



Department Mission

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

Business and Community Services					
Sarah Eckman - Interim Director					
Allegra Willhite - Deputy Director					
FTE 42.50					
Total Adopted \$39,710,016					
General Fund Support \$2,673,356					

BCS Administration	Fair & Event Center	Economic Development	Library	Parks, Golf & Recreation	Assets
Sarah Eckman Interim Director Allegra Willhite Deputy Director	Sarah Eckman Interim Director Allegra Willhite Deputy Director	Sarah Eckman Interim Director	Sarah Eckman Interim Director Allegra Willhite Deputy Director	Sarah Eckman Interim Director	Sarah Eckman Interim Director
Total Adopted \$1,893,141	Total Adopted \$2,670,330	Total Adopted \$5,271,284	Total Adopted \$14,434,887	Total Adopted \$7,469,520	Total Adopted \$7,970,854
Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ 2,457,474	Gen Fund \$ 215,882	Gen Fund \$ -

Office of the Director	County Fair & Rodeo	Economic Development	Library Support Services	Stone Creek Golf Club	Forestry
Sarah Eckman Interim Director	Laurie Bothwell Executive Director	Sarah Eckman Deputy Director	Kathryn Kohl Manager	Gordon Tolbert Manager	Tom Riggs Manager
FTE 2.15 Total Adopted \$820,562	FTE 0.00 Total Adopted \$1,522,518	FTE 4.20 Total Adopted \$4,571,284	FTE 12.00 Total Adopted \$7,434,485	FTE 0.00 Total Adopted \$4,058,558	FTE 2.86 Total Adopted \$4,903,751
Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ 2,457,474	Gen Fund \$ -	Gen Fund \$ -

Financial Management & Analysis	County Event Center	Land Bank Authority	Oak Lodge Library	County Parks	Property Disposition
Allegra Willhite Deputy Director	Laurie Bothwell Executive Director	Vacant Executive Manager	Mitzi Olson Manager	Tom Riggs Manager	Tom Riggs Manager
FTE 2.85 Total Adopted \$1,072,579	FTE 0.00 Total Adopted \$1,147,812	FTE 1.50 Total Adopted \$700,000	FTE 5.25 Total Adopted \$3,889,712	FTE 5.74 Total Adopted \$3,410,962	FTE 1.20 Total Adopted \$2,552,103
Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ 215,882	Gen Fund \$ -

Gladstone Library
Mitzi Olson Manager
FTE 4.75 Total Adopted \$3,110,690
Gen Fund \$ -

Tax Title Land
Tom Riggs Manager
FTE 0.00 Total Adopted \$515,000
Gen Fund \$ -



Business and Community Services (50/65)

Department Budget Summary by Fund

Line of Business	FY 21-22	FY 21-22	FY 21-22	FY 21-22	FY 21-22	FY 21-22	FY 21-22	FY 21-22	FY 21-22	FY 21-22
Program	FTE	County Fair Fund 201	Econ. Develop. Fund 208	Library Fund Fund 212	County Parks Fund 213	Property Resources Fund 218	Parks & Forestry 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	-	820,562	-	-	-	-	-	820,562	-
Financial Management & Analysis	2.85	-	1,072,579	-	-	-	-	-	1,072,579	-
Fair & Event Center										
County Fair & Rodeo	-	1,522,518	-	-	-	-	-	-	1,522,518	-
County Event Center	-	1,147,812	-	-	-	-	-	-	1,147,812	-
Economic Development										
Economic Development	4.20	-	4,571,284	-	-	-	-	-	4,571,284	-
Land Bank Authority	1.50	-	700,000	-	-	-	-	-	700,000	-
Library										
Library Support Services	12.00	-	-	7,434,485	-	-	-	-	7,434,485	2,457,474
Oak Lodge Library	5.25	-	-	3,889,712	-	-	-	-	3,889,712	-
Gladstone Library	4.75	-	-	3,110,690	-	-	-	-	3,110,690	-
County Parks and Golf										
Stone Creek Golf Club	-	-	-	-	-	-	-	4,058,558	4,058,558	-
County Parks	5.74	-	-	-	-	-	3,410,962	-	3,410,962	215,882
Assets										
Forestry	2.86	-	-	-	-	-	4,903,751	-	4,903,751	-
Property Disposition	1.20	-	-	-	-	2,552,103	-	-	2,552,103	-
Tax, Title, Land	-	-	-	-	-	515,000	-	-	515,000	-
FY 21-22 Budget	42.50	2,670,330	7,164,425	14,434,887	-	3,067,103	8,314,713	4,058,558	39,710,016	2,673,356
FY 20-21 Budget	42.50	2,515,847	15,613,625	11,081,740	3,288,368	3,315,082	4,948,938	4,013,907	44,777,507	2,567,920
\$ Increase (Decrease)		154,483	(8,449,200)	3,353,147	(3,288,368)	(247,979)	3,365,775	44,651	(5,067,491)	105,436
% Increase (Decrease)		6.14%	-54.11%	30.26%	-100.00%	-7.48%	68.01%	1.11%	-11.32%	4.11%



Business & Community Service 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 \$820,562, 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
 Result	Percentage of performance measures achieved	53%	90%	70%	51%	70%
 Result	% employees who have their annual performance evaluation completed on time	NEW	NEW	100%	85%	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	75%	0% ¹	75%

¹ Survey not yet completed for FY 20-21.

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	304,108	279,878	256,886	306,580	183,644	(73,242)	-28.5%
Federal, State, Local, All Other Gifts & Donations	-	10,566	-	20,000	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	413,633	512,875	553,403	553,403	636,918	83,515	15.1%
Operating Revenue	413,633	523,441	553,403	573,403	636,918	83,515	15.1%
Total Revenue	717,741	803,319	810,289	879,983	820,562	10,273	1.3%
Personnel Services	343,447	350,017	491,255	520,901	517,957	26,702	5.4%
Materials and Services	94,416	146,723	193,941	175,438	186,792	(7,149)	-3.7%
Operating Expenditure	437,863	496,740	685,196	696,339	704,749	19,553	2.9%
Contingency	-	-	125,093	-	115,813	(9,280)	-7.4%
Total Expense	437,863	496,740	810,289	696,339	820,562	10,273	1.3%
Revenues Less Expenses	279,878	306,579	-	183,644	-	-	

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

The Office of the Director program provides leadership and direction on numerous BCS initiatives, projects, and issues, including: preparation to create the state's first brownfield Land Bank Authority, development and implementation of a Global Trade Strategy (which was paused during COVID-19), working with community members to vision and plan new library facilities in the Oak Lodge and Gladstone library service areas and a community center in the Oak Lodge area, formation and coordination of a Library District Task Force, and the separation of NCPRD from BCS on July 1, 2021 when it will become a separate county department.

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 the Public and Governmental Affairs department 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.



Business & Community Service Administration

Financial Management & Analysis Program

Purpose Statement

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

Performance Narrative Statement

The Financial Management & Analysis program adopts a budget of \$1,072,579, 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
Result	% programs that have their contingency funds fully funded at 10%	NEW	NEW	80%	100%	80%
Result	% contract requests processed and submitted to Procurement within 3 business days of receipt	NEW	NEW	95%	94%	95%
Result	Percentage of budgets and supplemental budgets in compliance with Oregon Budget Law	100%	100%	Discontinued	Discontinued	Discontinued
Result	Percentage of quarterly reports completed within 45 days after the end of the quarter	100%	100%	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation: The 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.



Business & Community Service Administration

Financial Management & Analysis Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	229,151	471,860	443,479	509,409	430,286	(13,193)	-3.0%
Federal, State, Local, All Other Gifts & Donations	-	8,436	-	4,904	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	671,617	503,976	553,404	558,778	642,293	88,889	16.1%
Operating Revenue	671,617	512,412	553,404	563,682	642,293	88,889	16.1%
Total Revenue	900,768	984,272	996,883	1,073,091	1,072,579	75,696	7.6%
Personnel Services	337,987	396,202	573,698	553,848	589,030	15,332	2.7%
Materials & Services	90,921	78,661	117,692	88,957	99,915	(17,777)	-15.1%
Operating Expenditure	428,908	474,863	691,390	642,805	688,945	(2,445)	-0.4%
Contingency	-	-	305,493	-	383,634	78,141	25.6%
Total Expense	428,908	474,863	996,883	642,805	1,072,579	75,696	7.6%
Revenues Less Expenses	471,860	509,409	-	430,286	-	-	

Significant Issues and Changes

FY 21-22: Presentation changes are the result of the new county-wide chart of account implementation.

The Financial Management & Analysis program provides centralized financial services for the BCS department, including forecasting, budgeting, and financial management.

Key projects in FY 20-21 included implementing the county's new outcomes-based budgeting approach as directed by the Budget Office, learning and utilizing new software systems for budget, performance, and payroll data, and preparing for the countywide Chart of Accounts conversion. Staff also spent significant time coordinating and tracking CARES monies received by BCS in response to the COVID-19 pandemic and managing FEMA reimbursement activities for divisions related to the 2020 wildfires and the 2021 ice storm.



Fair & Event Center

County Fair & Rodeo






Purpose Statement

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

Performance Narrative Statement

The County Fair and Rodeo program adopts a budget of \$1,522,518, a continuation of the current funding level. These resources will provide the County Fair in August for an estimated 155,000 County Fair attendees and nearly 23,000 rodeo attendees in a typical year. These resources will also provide the opportunity for year after year involvement for 4H, FFA and other participants. Reaching the attendance and participation targets will enhance the community experience, youth development and fundraising opportunities for local organizations.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
 Result	% change in year over year attendance at the Clackamas County Fair	NEW	NEW	5%	n/a ³	100%
 Result	% change in year over year attendance at the Clackamas County Rodeo	NEW	NEW	5%	n/a ³	100%
 Result	% surveyed respondents who "agree" or "strongly agree" that the Clackamas County Fair met their expectations	NEW	NEW	90%	n/a ³	90%
 Result	Percentage of capacity of County Fair attendance	At 87% capacity	At 80% capacity	Discontinued	Discontinued	Discontinued
 Result	Percentage of capacity of County Rodeo attendance	At 90% capacity	At 90% capacity	Discontinued	Discontinued	Discontinued

³No Fair in FY 20-21

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 21-22, the County Fair Fund is budgeted to receive \$516,588; \$180,806 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.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	252,636	113,865	273,594	177,609	177,609	(95,985)	-35.1%
Federal, State, Local, All Other Gifts & Donations	53,166	53,167	53,167	-	53,167	-	-
Charges, Fees, License, Permits, Fines, Assessments	474,464	573,393	562,500	-	552,436	(10,064)	-1.8%
All Other Revenue Resources	543,064	582,669	572,500	-	558,500	(14,000)	-2.4%
Other Interfund Transfers	167,255	173,108	177,609	-	180,806	3,197	1.8%
Operating Revenue	1,237,949	1,382,337	1,365,776	-	1,344,909	(20,867)	-1.5%
Total Revenue	1,490,585	1,496,202	1,639,370	177,609	1,522,518	(116,852)	-7.1%
Personnel Services	123,625	166,368	214,800	-	202,800	(12,000)	-5.6%
Materials & Services	1,008,295	1,018,655	1,226,518	-	1,056,287	(170,231)	-13.9%
Capital Outlay	244,100	37,226	73,500	-	41,250	(32,250)	-43.9%
Operating Expenditure	1,376,020	1,222,249	1,514,818	-	1,300,337	(214,481)	-14.2%
Special Payments	700	359	3,500	-	21,000	17,500	500.0%
Contingency	-	-	121,052	-	201,181	80,129	66.2%
Total Expense	1,376,720	1,222,608	1,639,370	-	1,522,518	(116,852)	-7.1%
Revenues Less Expenses	113,865	273,594	-	177,609	-		

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

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.

Due to the COVID-19 pandemic the 2020 County Fair & Rodeo was cancelled, the first time the Fair has been cancelled since World War II. Staff pivoted and added two new drive-through events in 2020 - the Scare Fair and the Winter Fair. Both were popular with community members. Due to the cancellation of the Fair, there is no projected spending for FY 20-21. The FY 21-22 budget assumes the Fair and Rodeo will go forward as usual.



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 adopts a budget of \$1,147,812, 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
Result	% of available event spaces utilized	NEW	NEW	80%	85%	85%
Result	% change in deferred maintenance projects completed	NEW	NEW	5%	10%	20%
Result	% surveyed respondents who "agree" or "strongly agree" that the rental facility met their expectations	NEW	NEW	90%	98%	90%
Result	Number of events where organizations will benefit from access to a public facility at a price that covers the cost of access and allows them to fulfill their mission	150 events	105 events	Discontinued	Discontinued	Discontinued
Result	Number of events where organizations will benefit from rental access to a public facility at a price that covers the cost of access and provides additional revenue to support the Fair and Event Center	582 events	393 events	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

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

Under County Ordinance 05-2000, Chapter 8.02.160, the County Fair receives a portion of the County's transient room tax revenues. In FY 21-22, the County Fair Fund is budgeted to receive \$516,588; \$335,782 is budgeted for the County Event Center Program. The amount is adjusted annually for inflation, and the funds shall be used by the Event Center for construction, operations and maintenance.

In FY 20-21, the County Fair Fund received a **grant** of \$178,000 from the Oregon Cultural Trust.



Fair & Event Center

County Event Center

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	199,211	215,095	117,332	390,926	332,030	214,698	183.0%
Federal, State, Local, All Other Gifts & Donations	65,000	20,000	4,000	240,454	5,000	1,000	25.0%
Charges, Fees, License, Permits, Fines, Assessments	250	250	-	709	-	-	-
All Other Revenue Resources	370,985	142,883	425,300	328,785	475,000	49,700	11.7%
Other Interfund Transfers	310,615	321,487	329,845	329,845	335,782	5,937	1.8%
Operating Revenue	746,850	484,620	759,145	899,793	815,782	56,637	7.5%
Total Revenue	946,061	699,715	876,477	1,290,719	1,147,812	271,335	31.0%
Personnel Services	449,419	361,806	346,500	382,238	407,700	61,200	17.7%
Materials & Services	220,084	181,094	299,461	479,451	462,133	162,672	54.3%
Capital Outlay	60,064	39,379	188,200	92,000	49,500	(138,700)	-73.7%
Operating Expenditure	729,567	582,279	834,161	953,689	919,333	85,172	10.2%
Special Payments	1,398	104	3,000	5,000	3,250	3,146	8.3%
Contingency	-	-	39,316	-	225,229	185,913	472.9%
Total Expense	730,965	582,383	876,477	958,689	1,147,812	274,231	31.0%
Revenues Less Expenses	215,095	117,332	-	332,030	-	-	

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

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.

During the COVID-19 pandemic the Event Center was closed for a number of events including 4-H Activities, the Spring Garden Fair, Facility Rentals and more. Staff developed two new drive-through events, Scare Fair and Winter Fair. These events are planned to continue in FY 21-22, which accounts for the increased operating revenue in FY 21-22.



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 \$4,571,284, an increase of the current funding level due to combining three programs. These resources will provide policymakers and performance partners increased knowledge of redevelopment opportunities, programs and resources available in Clackamas County. Reaching these targets will help business and property owners, performance partners and policymakers grow a vibrant, resilient economy.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
Result	# new jobs created in enterprise zones	79 jobs	16 jobs	60 jobs	10 jobs	50 jobs
Result	\$ invested by businesses in enterprise zones	\$49,518,777	\$46,105,832	\$9,000,000	\$7,980,150	\$9,000,000
Result	% businesses participating in export events that expand their overseas trade activities (Initial pilot program will focus only on the Food and Beverage Cluster)	NEW	NEW	0.25%	0%	0.25%
Result	Number of meetings convened of Clackamas County cities and regional partners	15 meetings	24 meetings	Discontinued	Discontinued	Discontinued
Result	Percentage of available employment land in the Metro Urban Growth Boundary within Clackamas County that is "development ready"	9%	9%	Discontinued	Discontinued	Discontinued
Result	Percentage of available employment land outside the Metro Urban Growth Boundary within Clackamas County that is "development ready"	31%	31%	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding Y

Explain all "Yes" boxes below

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

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

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

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

Economic Development received \$4,168,536 in CARES **grant funding** in FY 20-21. This money was unanticipated in the budget and was recognized via a supplemental budget.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,502,626	2,767,511	2,134,115	3,340,940	2,461,284	327,169	15.3%
Federal, State, Local, All Other Gifts & Donations	1,874,962	2,371,965	10,719,522	6,618,464	2,100,000	(8,619,522)	-80.4%
Charges, Fees, License, Permits, Fines Assessments	56,771	59,060	22,500	29,572	10,000	(12,500)	-55.6%
All Other Revenues Resources	53,300	52,317	35,000	40,000	-	(35,000)	-100.0%
Operating Revenue	1,985,033	2,483,342	10,777,022	6,688,036	2,110,000	(8,667,022)	-80.4%
Total Rev - Including Beginning Balance	4,487,659	5,250,853	12,911,137	10,028,976	4,571,284	(8,339,853)	-64.6%
Personnel Services	824,762	825,795	694,113	670,263	685,417	(8,696)	-1.3%
Materials and Services	647,386	557,118	1,540,711	950,893	1,448,554	(92,157)	-6.0%
Capital Outlay	-	75,000	-	-	-	-	-
Operating Expenditure	1,472,148	1,457,913	2,234,824	1,621,156	2,133,971	(100,853)	-4.5%
Special Payments	185,000	389,000	10,357,943	5,883,536	513,650	(9,844,293)	-95.0%
Interfund Transfers	63,000	63,000	63,000	63,000	63,000	-	-
Contingency	-	-	255,370	-	1,860,663	1,605,293	628.6%
Total Exp - Including Special Categories	1,720,148	1,909,913	12,911,137	7,567,692	4,571,284	(8,339,853)	-64.6%
Revenues Less Expenses	2,767,511	3,340,940	-	2,461,284	-		

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

*Starting in FY 20-21 the Economic Opportunity program and the Agriculture & Forest Economic Development program were closed and combined into the Economic Development program, which now encompasses all three programs. This page shows the history for the Economic Development program prior to the merger of the three programs.

In January 2020, the Board of Commissioners adopted a countywide strategic business plan that includes economic development goals. To ensure full support of these goals and to align with industry trends, the Economic Development program will be conducting an assessment in 2021, to result in a dynamic vision and path forward. Upon completion of this exercise, the program will have a revitalized strategic focus that will align with the Board's strategic goals as well as emerging trends in economic development.

In 2020, Economic Development pivoted to provide support to the small business community as they adjusted to meet the economic impacts of COVID-19. Economic Development received \$4.1 million in CARES dollars, and significant resources were deployed to provide much needed technical assistance, grants, personal protective equipment and more. Six Business Recovery Centers (BRCs) were opened around the county to assist businesses in navigating restrictions placed on them to safeguard the community during the pandemic. The coming year will bring with it many challenges as Economic Development continues to provide support to the local small business community while maintaining its presence in other areas such as incentive programs and employment lands.



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 adopts a budget of \$700,000. These resources will provide the necessary support to establish a Clackamas County Land Bank Authority. During the first three years of operations, the Land Bank Authority anticipates funding of approximately \$1.2 million (\$400,000 annually) from various sources, including the Business Oregon Strategic Reserve Fund, matching Lottery funds, and funds from other sources.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
Result	% evaluated sites acquired by CCLBA	NEW	NEW	20%	0%	0% ²
Result	% sites acquired that are repurposed for new or expanding businesses, affordable housing and/or parks	NEW	NEW	0% ¹	0%	0% ²

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

²LBA program is on hold due to COVID-19 crisis. The program is expected to resume in FY 21-22.

Program includes:

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

Explain all "Yes" boxes below

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

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

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

The Land Bank Authority Program applied for and received **grant funding** from the State of Oregon via the Business Oregon Strategic Reserve Fund (SRF) in FY 19-20.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	300,000	495,316	300,000	300,000	(195,316)	-39.4%
Federal, State, Local, All Other Gift & Donations	-	-	300,000	-	300,000	-	-
Other Interfund Transfers	-	-	100,000	-	100,000	-	-
Operating Revenue	-	-	400,000	-	400,000	-	-
Total Revenue	-	300,000	895,316	300,000	700,000	(195,316)	-21.8%
Personnel Services	-	-	267,678	-	259,129	(8,549)	-3.2%
Materials & Services	-	-	93,254	-	113,585	20,331	21.8%
Operating Expenditure	-	-	360,932	-	372,714	11,782	3.3%
Contingency	-	-	534,384	-	327,286	(207,098)	-38.8%
Total Expense	-	-	895,316	-	700,000	(195,316)	-21.8%
Revenues Less Expenses	-	300,000	-	300,000	-	-	

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

In 2015, the State legislature passed HB 2734 allowing for the formation of land bank authorities in the State of Oregon. In a February 2018 policy session, the Board of County Commissioners approved the concept of a Clackamas County Land Bank Authority (CCLBA) and approved the Economic Development program to pursue a grant from Business Oregon's Brownfield Fund with the purpose of developing a business plan for a CCLBA. The CCLBA's primary role would be to acquire, remediate and position brownfield properties for future development and to increase the supply of employment lands and/or affordable housing within the County. Following the completion of the Business Plan, the County submitted a grant application for \$300,000 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. The Land Bank Authority program was put on hold in 2020 due to COVID-19; however, BCS plans to move forward with its creation in FY 21-22.



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 adopts a budget of \$7,434,485, a continuation of the current funding level. These resources will provide an online integrated library system (catalog) which is operational at least 99% of the time. In addition, these resources will provide the staffing necessary to respond to the majority of technical support requests from customers within one business day (target of 75%), resulting in meeting customer expectations (measured through survey results). Reaching these targets will allow customer libraries to efficiently and effectively provide library collections and services to their patrons.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
 Result	% technical support requests resolved within one (1) business day	NEW	NEW	75%	79%	75%
 Result	% time the library catalog is operational	99%	100%	99%	99%	99%
 Result	% surveyed respondents who say they "agree" or "strongly agree" that services met their expectations	NEW	NEW	80%	0%	80%
 Result	Percentage of technology support request responses provided within two business days	99%	100%	100%	Discontinued	Discontinued
 Result	Percentage of materials sent to Library Systems for cataloging processed within established timeframes	96%	80%	80%	Discontinued	Discontinued

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation: The Library Support Services program is a **mandated service** as indicated in the intergovernmental agreements between Clackamas County and the individual Library Service Providers throughout the District. The 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	3,826,908	4,187,555	4,361,049	4,537,170	4,351,761	(9,288)	-0.2%
Federal, State, Local, All Other Gifts & Donations	37,024	63,572	-	968	-	-	-
All Other Revenues Resources	484,875	642,358	584,000	577,250	625,250	41,250	7.1%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	2,420,811	2,534,996	2,352,038	2,352,038	2,457,474	105,436	4.5%
Operating Revenue	2,942,710	3,240,926	2,936,038	2,930,256	3,082,724	146,686	5.0%
Total Revenue	6,769,618	7,428,481	7,297,087	7,467,426	7,434,485	137,398	1.9%
Personnel Services	1,258,294	1,480,358	1,576,932	1,424,086	1,629,323	52,391	3.3%
Materials & Services	1,152,202	1,370,572	1,769,859	1,667,579	2,653,188	883,329	49.9%
Capital Outlay	171,569	3,358	130,000	24,000	300,000	170,000	130.8%
Operating Expenditure	2,582,065	2,854,288	3,476,791	3,115,665	4,582,511	1,105,720	31.8%
Special Payments	-	37,023	1,850,000	-	850,000	(1,000,000)	-54.1%
Reserve for Future Expenditures	-	-	-	-	2,001,974	2,001,974	-
Contingency	-	-	1,970,296	-	-	(1,970,296)	-100.0%
Total Expense	2,582,065	2,891,311	7,297,087	3,115,665	7,434,485	137,398	1.9%
Revenues Less Expenses	4,187,553	4,537,170	-	4,351,761	-		

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

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








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 adopts a budget of \$3,889,712, 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
 Result	% youth signed up for summer reading programs who complete the program	NEW	NEW	4%	n/a ¹	4%
 Result	% year-over-year change in signups for kids, teen and adult reading programs	-10%	3%	7%	n/a ¹	7%
 Result	% materials circulated at least once per year	80%	78%	80%	32%	80%
 Result	Borrowers as a percentage of the resident population	30%	29%	Discontinued	Discontinued	Discontinued
 Result	Percentage of OLA standards met, as required in IGA	67%	67%	Discontinued	Discontinued	Discontinued

¹ Programs were canceled due to COVID-19 in 2020

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

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



Oak Lodge Library

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	446,327	752,002	600,300	1,065,472	629,280	28,980	4.8%
Federal, State, Local, All Other Gifts & Donations	1,259,868	1,546,585	1,476,192	1,476,549	2,619,136	1,142,944	77.4%
Charges, Fees, License, Permits, Fines, Assessments	63,208	26,187	28,500	15,000	640,496	611,996	2147.4%
All Other Revenues Resources	33,927	273	985	800	800	(185)	-18.8%
Operating Revenue	1,357,003	1,573,045	1,505,677	1,492,349	3,260,432	1,754,755	116.5%
Total Revenue	1,803,330	2,325,046	2,105,977	2,557,821	3,889,712	1,783,735	84.7%
Personnel Services	599,000	672,947	733,404	708,186	851,287	117,883	16.1%
Materials & Services	445,747	384,778	549,040	1,175,739	527,456	(21,584)	-3.9%
Capital Outlay	6,581	201,848	745,000	44,616	2,369,055	1,624,055	218.0%
Operating Expenditure	1,051,328	1,259,573	2,027,444	1,928,541	3,747,798	1,720,354	84.9%
Contingency	-	-	78,533	-	141,914	63,381	80.7%
Total Expense	1,051,328	1,259,573	2,105,977	1,928,541	3,889,712	1,783,735	84.7%
Revenues Less Expenses	752,002	1,065,473	-	629,280	-		

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

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. Upon completion of the Concord Property Master Plan process, the Concord Task Force voted unanimously that the Concord School property was a suitable location for the new Oak Lodge Library. The task force will continue to review during the next phase of schematic design.

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 is operated under a "one library, two building" model, sharing staff and resources to realize operational efficiencies and achieve economies of scale.

The FY 21-22 budget reflects a one-time \$1 million transfer from the library shared services program and another one-time transfer of funds from the library district to support the Oak Lodge and Gladstone Community Project for the construction of two new libraries.



Library

Gladstone Library

Purpose Statement

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

Performance Narrative Statement

The Gladstone Library program adopts a budget of \$3,110,690. 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
Result	% youth signed up for summer reading programs who complete the program	NEW	NEW	4%	n/a ¹	4%
Result	% year-over-year change in signups for kids, teen and adult reading programs	n/a*	n/a*	7%	n/a ¹	7%
Result	% materials circulated at least once per year	n/a*	9%	80%	34%	80%
Result	Borrowers as a percentage of the resident population	n/a*	25%	Discontinued	Discontinued	Discontinued
Result	Percentage of OLA standards met, as required in IGA	n/a*	67%	Discontinued	Discontinued	Discontinued

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

¹ Programs were canceled due to COVID-19 in 2020

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

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

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



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	(25,384)	(258,045)	80,313	460,365	718,410	-278.4%
Federal, State, Local, All Other Gifts & Donations	-	526,193	1,478,721	1,493,591	1,942,325	463,604	31.4%
Charges, Fees, License, Permits, Fines, Assessments	-	2,420	254,800	250,000	504,800	250,000	98.1%
All Other Revenues Resources	63,832	171,512	203,200	200,000	203,200	-	-
Operating Revenue	63,832	700,125	1,936,721	1,943,591	2,650,325	713,604	36.8%
Total Revenue	63,832	674,740	1,678,676	2,023,904	3,110,690	1,432,014	85.3%
Personnel Services	77,921	278,172	646,038	663,786	735,234	89,196	13.8%
Materials and Services	3,572	75,468	249,156	854,753	332,962	83,806	33.6%
Operating Expenditure	81,493	353,640	895,194	1,518,539	1,068,196	173,002	19.3%
Capital Outlay	7,723	240,787	695,000	45,000	1,935,526	1,240,526	178.5%
Contingency	-	-	88,482	-	106,967	18,485	20.9%
Total Expense	89,216	594,427	1,678,676	1,563,539	3,110,690	1,432,013	85.3%
Revenues Less Expenses	(25,384)	80,313	-	460,365	-	-	

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

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. After reviewing different design options during the Gladstone Library Master Plan process, the Gladstone Community Library Task Force voted unanimously for design option three as the preferred alternative. In the next phase of schematic design, we will continue to engage the task force in the process.

On December 1, 2019, the City of Gladstone transferred operations of the Gladstone Library to Clackamas 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.

The FY 21-22 budget reflects a one-time transfer of funds from the library district to support the Oak Lodge and Gladstone Community Project for the construction of two new libraries.



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 \$4,058,558, 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
Result	% available golf rounds being filled during playable golf days	68%	73%	70%	65%	70%
Result	% of survey respondents who report that the Stone Creek Golf Club is clean and safe	NEW	NEW	80%	90%	85%
Result	Revenues as a percentage of expenditures (cost recovery)	125%	114%	Discontinued	Discontinued	Discontinued
Result	Golf Club net proceeds contributed to County Parks division to fund ongoing operations	\$250,000	\$100,000	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation: The Stone Creek Golf Club program is part of the County Parks system, which is a **mandated service** under ORS 390.134. 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 to support operations and maintenance needs of the County Parks program. 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 was #6 on the list of most Eco-Friendly Golf Courses in America by Links Golf Magazine in January 2013.



County Parks and Golf

Stone Creek Golf Club

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	861,352	931,984	1,001,907	1,349,214	1,253,558	251,651	25.1%
Federal, State, Local, All Other Gifts & Donations	-	-	150,000	100,000	-	-	-
Charges, Fees, License, Permits, Fines, Assessments for Service	2,872,482	2,609,509	2,850,000	2,650,000	2,800,000	(50,000)	-1.8%
All Other Revenue Resources	12,643	12,284	12,000	5,500	5,000	(7,000)	-58.3%
Operating Revenue	2,885,125	2,621,793	3,012,000	2,755,500	2,805,000	(207,000)	-6.9%
Total Revenue	3,746,477	3,553,777	4,013,907	4,104,714	4,058,558	44,651	1.1%
Materials & Services	2,395,463	2,083,814	2,505,956	2,344,156	2,582,999	77,043	3.1%
Capital Outlay	169,031	20,749	608,000	507,000	50,000	(558,000)	-91.8%
Operating Expenditure	2,564,494	2,104,563	3,113,956	2,851,156	2,632,999	(480,957)	-15.4%
Special Payments	-	-	1,000	-	1,000	-	-
Interfund Transfers	250,000	100,000	-	-	200,000	200,000	-
Reserve for Future Expenditures	-	-	590,840	-	836,540	245,700	41.6%
Contingency	-	-	308,111	-	388,019	79,908	25.9%
Total Expenses	2,814,494	2,204,563	4,013,907	2,851,156	4,058,558	44,651	1.1%
Revenues Less Expenses	931,983	1,349,214	-	1,253,558	-	-	

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

BCS has worked 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. Upcoming major capital asset replacement and repair projects include a pond restoration project tentatively scheduled for fall 2021 and the replacement of the golf course irrigation system which is nearing its end of life and cannot be deferred. The estimated cost for the irrigation replacement is in excess of \$1,000,000.

After an initial closure in spring 2020 due to COVID-19, Stone Creek re-opened and has continued to see consistent revenue due in part to the desire for outdoor and social distanced activities. During the February 2021 ice storm, the golf club endured significant losses to the driving range poles and nets resulting in temporarily reduced driving range services; however, those services will resume when the poles and nets are replaced later this year.



County Parks and Golf




County Parks

Purpose Statement

Performance Narrative Statement

The County Parks program adopts a budget of \$3,410,962, 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
 Result	% occupancy of campgrounds (peak ¹)	70%	70%	90%	91%	70%
 Result	% occupancy of campground (off-peak ²)	23%	27%	50%	48%	30%
 Result	% of survey respondents who report that the County park they visited is clean and safe	96%	98%	90%	0%	90%

¹ Peak is defined as Fri/Sat.

² 'Off-peak' is defined as Sun-Thu.

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

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

The County Parks budget includes \$680,000 in **grant funding** from the 2019 Metro Parks and Nature Bond and \$525,000 in State of Oregon RV license funding which is planned to fund deferred capital improvement projects in FY 21-22.



County Parks and Golf

County Parks

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,300,464	1,037,634	439,521	485,095	-	-439,521	-100%
Federal, State, Local, All Other Gifts & Donations	702,393	659,856	1,305,350	657,368	1,430,550	125,200	10%
Charges, Fees, License, Permits, Fines, Assessments	936,674	773,369	1,040,057	752,058	1,350,559	310,502	30%
Revenue from Bonds & Other Debts	-	-	-	-	8,500	8,500	-
All Other Revenues Resources	133,397	121,769	136,729	217,530	205,471	68,742	50%
Other Interfund Transfers	250,000	100,000	150,829	173,489	200,000	49,171	33%
General Fund Support	208,122	210,882	215,882	215,882	215,882	0	-
Operating Revenue	2,230,586	1,865,876	2,848,847	2,016,327	3,410,962	562,115	20%
Total Revenue	3,531,050	2,903,510	3,288,368	2,501,422	3,410,962	122,594	4%
Personnel Services	1,049,470	1,074,968	1,194,537	1,067,958	1,231,184	36,647	3%
Materials & Services	921,635	837,322	909,357	834,475	1,078,328	168,971	19%
Capital Outlay	522,310	478,927	931,397	598,989	883,647	-47,750	-5%
Operating Expenditure	2,493,415	2,391,217	3,035,291	2,501,422	3,193,159	157,868	5%
Special Payments	-	-	1,000	-	1,000	-	-
Interfund Transfers	-	27,199	-	-	-	-	-
Contingency	-	-	252,077	-	216,802	-35,275	-14%
Total Expense	2,493,415	2,418,416	3,288,368	2,501,422	3,410,962	122,593	4%
Revenues Less Expenses	1,037,634	485,095	-	-	-	-	

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

In 2020, the County Parks system was significantly impacted by COVID-19. The parks were closed for 10 weeks and as a result canceled many reservations. When the Parks reopened, it was under modified operations with no day use reservations or group events. In anticipation of declining revenues, Parks made a reduction in seasonal staffing. Parks were a draw for people wanting to get outdoors and were therefore very busy, but overall revenue was still severely impacted.

In 2021, the County Parks program implemented approved park fee increases. Parks staff plan to continue to leverage partnerships to accomplish maintenance and capital projects, including anticipated financial support through State Grants and Metro Bonds. Planned projects include repaving, repairing, and replacing aging facilities and equipment so Parks can continue to provide safe, healthy outdoor recreational experiences, and continue to be a draw for travel and tourism dollars into our communities.

In FY 20-21, the Board of County Commissioners accepted the donation of the Wetten property and increased the County Parks program annual General Fund support by \$5,000 to assist with the associated maintenance costs.



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 \$4,903,751, a continuation of the current funding level. 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 helps support County Park program operations and also contributes to capital reserves for the repair and replacement of capital assets. 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
Result	% young stands actively managed annually	NEW	NEW	20%	14%	20%
Result	\$ (net) earned from timber sales	NEW	NEW	\$280,000	\$500,000	\$280,000
Result	Percentage of reported dumpsites cleaned via Dump Stoppers program	100%	100%	Discontinued	Discontinued	Discontinued
Result	Percentage change in timber growth as measured by Current Volume / Baseline Volume	10%	10%	Discontinued	Discontinued	Discontinued
Result	Number of logging and mill jobs supported from timber harvests on County owned timberlands	30	210	Discontinued	Discontinued	Discontinued

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The 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.



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	3,341,393	3,431,004	3,404,207	3,780,085	3,732,273	328,066	9.6%
Federal, State, Local, All Other Gifts & Donations	86,166	119,637	87,731	81,161	68,078	(19,653)	-22.4%
Charges, Fees, License, Permits, Fines, Assessments	484	2,365	1,900	-	-	(1,900)	-100.0%
Revenue from Bonds & Other Debts	1,308,701	1,285,276	565,000	380,700	1,001,400	436,400	77.2%
All Other Revenues Resources	57,711	45,894	845,100	645,000	57,000	(788,100)	-93.3%
Interfund Transfers	75,000	45,000	45,000	45,000	45,000	-	-
Operating Revenue	1,528,062	1,498,172	1,544,731	1,151,861	1,171,478	(373,253)	-24.2%
Total Revenue	4,869,455	4,929,176	4,948,938	4,931,946	4,903,751	(45,187)	-0.9%
Personnel Services	492,548	536,850	533,609	523,517	518,872	(14,737)	-2.8%
Materials and Services	893,314	590,354	847,316	462,467	1,047,388	200,072	23.6%
Capital Outlay	52,589	21,887	865,500	40,000	810,000	(55,500)	-6.4%
Operating Expenditure	1,438,451	1,149,091	2,246,425	1,025,984	2,376,260	129,835	5.8%
Special Payments	-	-	1,000	-	1,000	-	-
Interfund Transfers	-	-	150,829	173,689	-	(150,829)	-100.0%
Reserve for Future Expenditures	-	-	2,442,190	-	2,369,773	(72,417)	-3.0%
Contingency	-	-	108,494	-	156,718	48,224	44.4%
Total Expense	1,438,451	1,149,091	4,948,938	1,199,673	4,903,751	(45,187)	-0.9%
Revenues Less Expenses	3,431,004	3,780,085	-	3,732,273	-	-	-

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

In 2020, the Forestry program was significantly impacted by the devastating wildfires. Approximately 400 acres of County Forest land was burned with several plantations being a total loss. Given the amount of burnt trees on public and private forest lands countywide, prices for salvaged timber dropped, and logging prices have increased, so the program is limited on what it is able to salvage harvest economically.

In 2021 the Forestry program will be updating the timber inventory, conducting select salvage logging, replanting, and preparing for the next scheduled timber harvest in order to continue providing timber for the local logging, mill, and wood products economies, and providing financial support to County Parks. The Dump Stoppers program continues to receive funding from partners which allows for the continued cleanup of illegal dump sites.



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 or returned to the tax rolls.

Performance Narrative Statement

The Property Disposition program adopts a budget of \$2,552,103, 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 rolls 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 or being sold to become a private, tax-producing asset.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actual as of 12/31/2020	FY 21-22 Target
Result	% held for resale foreclosed properties that are repurposed for public benefit or returned to the tax rolls	NEW	NEW	20%	2%	20%
Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	(14%)	(3%)	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation: The 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 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,784,092	2,707,544	2,400,082	2,424,018	2,152,103	(247,979)	-10.3%
Federal, State, Local, All Other Gifts & Donations	-	8,774	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,259,001	-	400,000	450,000	400,000	-	-
Operating Revenue	1,259,001	8,774	400,000	450,000	400,000	-	-
Total Revenue	3,043,093	2,716,318	2,800,082	2,874,018	2,552,103	(247,979)	-8.9%
Personnel Services	172,988	194,040	178,942	175,151	168,869	(10,073)	-5.6%
Materials and Services	131,061	98,260	186,719	186,764	197,352	10,633	5.7%
Capital Outlay	31,500	-	610,000	310,000	610,000	-	-
Operating Expenditure	335,549	292,300	975,661	671,915	976,221	560	0.1%
Special Payments	-	-	50,000	50,000	50,000	-	-
Interfund Transfers	-	-	100,000	-	100,000	-	-
Reserve for Future Expenditures	-	-	1,527,463	-	1,343,597	(183,866)	-12.0%
Contingency	-	-	146,958	-	82,285	(64,673)	-44.0%
Total Expense	335,549	292,300	2,800,082	721,915	2,552,103	(247,979)	-8.9%
Revenues Less Expenses	2,707,544	2,424,019	-	2,152,103	-	-	-

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

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



Assets

Tax Title Land

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	134,640	119,631	-	215,860	-	-	-
Revenue from Bonds & Other Debts	34,885	-	-	-	-	-	-
All Other Revenue Resources	1,509,107	99,500	515,000	511,900	515,000	-	-
Operating Revenue	1,543,992	99,500	515,000	511,900	515,000	-	-
Total Revenue	1,678,632	219,131	515,000	727,760	515,000	-	-
Materials & Services	1,259,001	3,270	400,000	453,100	403,000	3,000	0.75%
Operating Expenditure	1,259,001	3,270	400,000	453,100	403,000	3,000	0.75%
Special Payments	300,000	-	115,000	274,660	112,000	(3,000)	-2.61%
Total Expense	1,559,001	3,270	515,000	727,760	515,000	-	-
Revenues Less Expenses	119,631	215,860	-	-	-	-	-

Significant Issues and Changes

FY 21-22 Presentation changes are the result of the new county-wide chart of account implementation

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.



Miscellaneous and Pass-Through Items



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.

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.



Misc / Pass-Through (80)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	FTE	General Fund	County School Fund	Transient Lodging Tax Fund	Total Adopted Budget	General Fund Support Included in Adopted Budget**
Misc / Pass-Through						
County School Fund	0.0	-	500,000	-	500,000	-
Transient Room Tax	0.0	-	-	-	-	-
WES Payroll	0.0	16,401,605	-	-	16,401,605	-
NCPRD Payroll	0.0	6,743,315	-	-	6,743,315	-
Development Agency Payroll	0.0	617,664	-	-	617,664	-
TOTAL	0.0	23,762,584	500,000	0	24,262,584	0
FY 20-21 Budget	0.0	22,896,195	1,000,000	1,259,045	25,155,240	0
\$ Increase (Decrease)	0.0	866,389	-500,000	-1,259,045	-892,656	0
% Increase (Decrease)	-	3.8%	-	-100.0%	-3.5%	-

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



Miscellaneous and Pass-Through

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	511,099	26	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	417,811	451,370	432,009	432,009	490,000	57,991	13.4%
All Other Revenue Resources	23,157,712	23,266,977	24,723,231	21,614,380	23,772,584	(950,647)	-3.8%
Operating Revenue	23,575,523	23,718,347	25,155,240	22,046,389	24,262,584	(892,656)	-3.5%
Total Revenue	24,086,622	23,718,373	25,155,240	22,046,389	24,262,584	(892,656)	-3.5%
Personnel Services	18,612,452	19,601,317	22,896,195	19,141,389	23,762,584	866,389	3.8%
Materials and Services	98,926	73,979	117,000	117,000	6,000	(111,000)	-94.9%
Operating Expenditure	18,711,378	19,675,296	23,013,195	19,258,389	23,768,584	755,389	3.3%
Special Payments	730,475	19,893	988,000	988,000	494,000	(494,000)	-50.0%
Transfers	4,818,898	3,626,811	1,154,045	1,800,000	-	(1,154,045)	-100.0%
Total Expense	24,260,751	23,322,000	25,155,240	22,046,389	24,262,584	(892,656)	-3.5%
Revenue Less Expense	-174,129	396,373	-	-	-	-	-
Requirements by Fund							
(100) General Fund							
WES Payroll	12,896,662	13,862,589	15,760,269	13,950,843	16,401,605	641,336	4.1%
NCPRD Payroll	5,263,350	5,307,113	6,548,990	4,650,546	6,743,315	194,325	3.0%
Development Agency Payroll	452,440	431,615	586,936	540,000	617,664	30,728	5.2%
(204) County School Fund	730,475	20,026	1,000,000	1,000,000	500,000	(500,000)	-50.0%
(255) Transient Lodging Tax Fund	4,917,824	3,700,658	1,259,045	1,905,000	-	(1,259,045)	-100.0%
Total Requirements by Fund	24,260,751	23,322,001	25,155,240	22,046,389	24,262,584	(892,656)	-3.5%

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.



Non-Departmental



General Overview

Non-Departmental consists of department costs and countywide functions that cannot be easily attributed to a specific department. This department accounts for resources, expenditures, and internal financial transactions that are not directly related to the fund or services of other departments. Examples include, allocations charged to General Fund departments, pass-through payroll revenue, property taxes, state shared revenue, interest earnings, debt service transfers, General Obligation Bond expenditures, General Fund Support transfers (within the General Fund and to other funds), and Contingencies. Unappropriated EFB is a non-budgeted item, also shown in Non-Departmental.

Revenues	Expenses
Property Taxes	Allocated Costs – General Fund
State-Shared Revenue	Debt Service Transfers
Interest Earnings	Special Payments (GO Bond Expenditures)
Pass-Through Payroll Revenue	Transfers – General Fund (Intrafund)
	Transfers – General Fund Support (Other Funds)
General Fund Support Transfers	Contingencies



Non Departmental (00)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	FTE	General Fund	Special Revenue Fund	Clackamas County Debt Service	Clackamas County Debt Service - GO	Total Adopted Budget	General Fund Support Included in Adopted Budget**
Non Departmental							
Non Departmental	0.0	207,216,005	40,613,961	-	-	247,829,966	
Debt							
Full Faith and Credit Bonds	0.0	-	-	9,409,140	-	9,409,140	4,744,699
General Obligation Debt	0.0	-	-	-	5,289,580	5,289,580	
TOTAL	0.0	207,216,005	40,613,961	9,409,140	5,289,580	262,528,686	4,744,699
FY 20-21 Budget	0.0	179,436,910	0	10,476,535	5,117,075	195,030,520	5,202,044
\$ Increase (Decrease)	0.0	27,779,095	40,613,961	-1,067,395	172,505	67,498,166	-457,345
% Increase (Decrease)	-	15.5%	-	-10.2%	3.4%	34.6%	-8.8%

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

Non Departmental

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	83,633,562	67,996,638	47,583,394	57,525,831	60,379,174	12,795,780	26.9%
Taxes	135,642,866	137,907,105	141,335,098	139,554,328	145,254,181	3,919,083	2.8%
Federal, State, Local, All Other Gifts & Donations	7,495,285	5,689,731	5,792,770	6,478,017	46,641,891	40,849,121	705.2%
Charges, Fees, License, Permits, Fines, Assessments	31,512	62,531	17,470	25,422	10,750	(6,720)	-38.5%
Revenue from Bonds & Other Debts	-	-	1,300,000	34,560,776	-	(1,300,000)	-100.0%
All Other Revenue Resources	5,085,997	4,209,011	3,424,203	3,522,887	4,217,583	793,380	23.2%
Other Interfund Transfers	6,818,754	13,247,846	11,430,018	10,588,090	1,280,408	(10,149,610)	-88.8%
General Fund Support	-	-	-	-	4,744,699	4,744,699	-
Operating Revenue	155,074,414	161,116,224	163,299,559	194,729,520	202,149,512	38,849,953	23.8%
Total Revenue	238,707,976	229,112,862	210,882,953	252,255,351	262,528,686	51,645,733	24.5%
Personnel Services	5,750	49,736	23,831	-	-	(23,831)	-100.0%
Materials and Services	12,124,212	8,012,850	7,519,079	7,700,317	6,007,240	(1,511,839)	-20.1%
Capital Outlay	282,505	-	-	-	-	-	-
Operating Expenditure	12,412,467	8,062,586	7,542,910	7,700,317	6,007,240	(1,535,670)	-20.4%
Debt Service	13,640,760	13,858,688	16,087,913	48,563,094	14,698,720	(1,389,193)	-8.6%
Special Payments	18,891,068	18,104,459	10,557,954	10,558,805	44,697,461	34,139,507	323.4%
Transfers	112,963,155	120,004,585	117,174,498	115,619,030	146,356,471	29,181,973	24.9%
Reserve for Future Expenditures	-	-	20,280,112	-	20,889,994	609,882	3.0%
Contingency	-	-	23,387,133	-	18,350,814	(5,036,319)	-21.5%
Total Expense	157,907,450	160,030,318	195,030,520	182,441,246	251,000,700	55,970,180	28.7%
Revenue Less Expense	80,800,526	69,082,544	15,852,433	69,814,105	11,527,986		

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.
 FY21-22 Adopted Budget includes \$40.6 million in American Rescue Plan Act (ARPA) Funding

Requirements By Fund

(100) General Fund - Non Departmental	140,758,853	143,661,692	179,436,910	190,142,679	207,216,005	27,779,095	15.5%
(250) Employer Contribution Reserve	-	2,754,241	-	-	-	-	-
(230) Special Grants Fund	-	-	-	-	40,613,961	40,613,961	-
(320) Clackamas County Debt Service - FCC Bonds	8,706,302	8,707,060	10,476,535	42,933,564	9,409,140	(1,067,395)	-10.2%
(321) Clackamas County Debt Service - GO Debt	4,690,155	4,907,325	5,117,075	5,117,075	5,289,580	172,505	3.4%
(801) Damascus Successor Private Purpose Trust	3,752,140	-	-	-	-	-	-
Total Expense	157,907,450	160,030,318	195,030,520	238,193,318	262,528,686	67,498,166	34.6%

Clackamas County’s budget is adopted 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. 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.

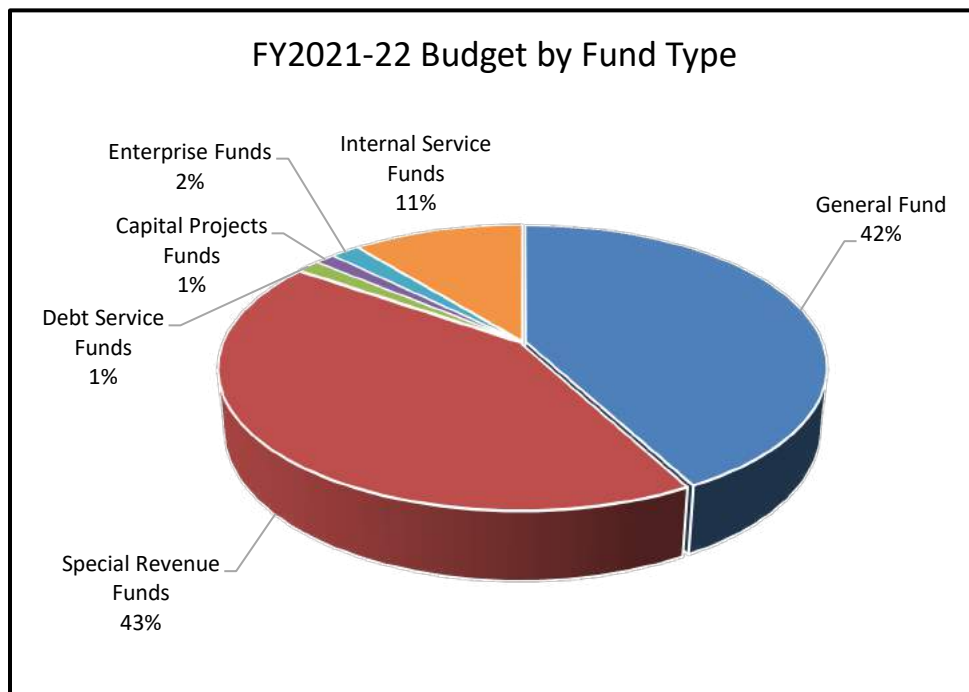
Special Revenue Funds – This type of fund accounts for specific revenue sources that are restricted to expenditures for designated purposes.

Internal Services Funds – An Internal Service Fund is used to account for services furnished by one County department to other departments within the County.

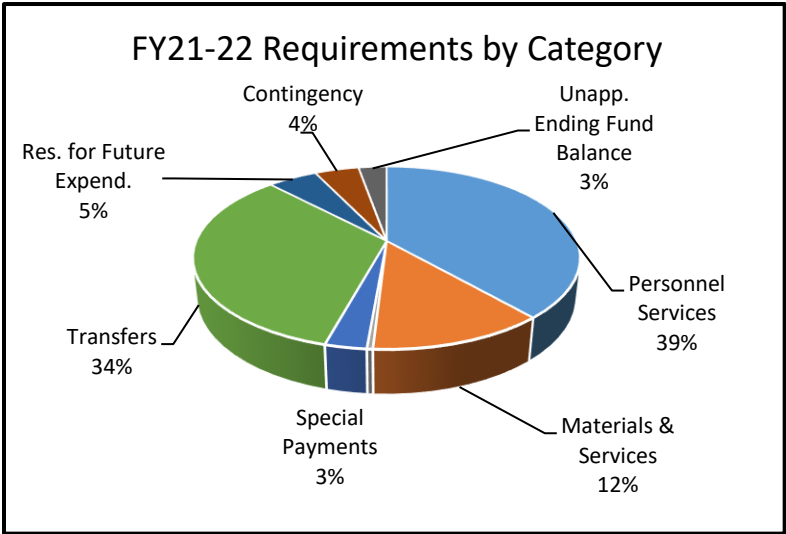
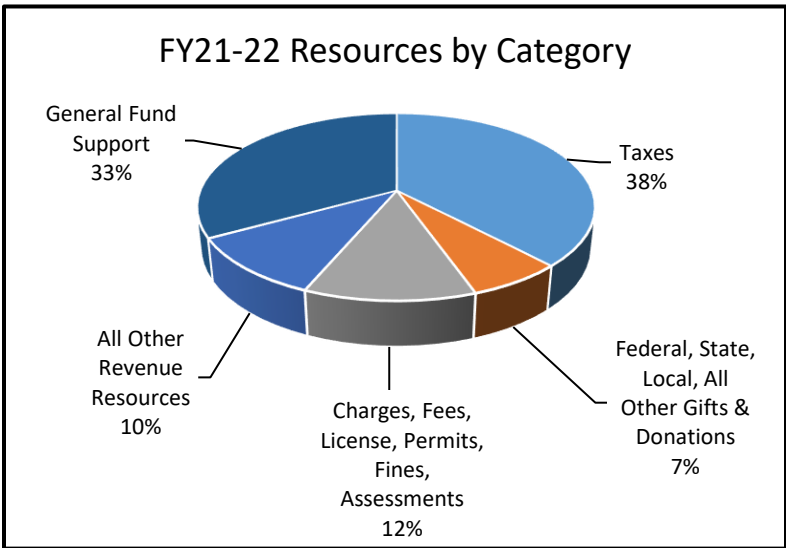
Debt Service Funds – Principal and interest payments on general obligation long-term debt are recorded in a Debt Service Fund. Resources cannot be diverted or used for any other purpose.

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.

Enterprise Fund – This type of 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.



General Fund





Description of Fund

The General Fund is the main operating fund of Clackamas County, and it accounts for the activities of elected officials. Elected officials include: County Commissioners, Assessor, Clerk, District Attorney, Justice of the Peace (Justice Court), Sheriff, and Treasurer.

Revenue Summary

Beginning Fund Balance is budgeted at \$67.3 million for FY21-22. This is \$7.1 million less than prior year, primarily due to the continued spend down of 2016 general obligation bond proceeds for the purchase of emergency radio equipment. The final bond expenditures are budgeted in FY21-22.

Revenues not designated for special purposes are recorded in the General Fund.

Property Tax receipts although most of this revenue is subsequently transferred to other funds/departments. For FY21-22, property tax revenue (current and delinquent) is budgeted at \$140.0 million, an increase of \$3.7 million over the previous year's budget. After several years of property tax growth, a slowdown due to COVID-19 is projected in the upcoming years.

Federal Revenue has been unpredictable over the past few years due to annual changes in timber legislation the Secure Rural Schools and Community Self-Determination Act not being extended after 2000, and reverting to prior legislation. Given this unpredictability, the County is not assuming it will receive funds in FY21-22. Federal Revenue has also been impacted since FY19-20 due to COVID-19 and the influx of funding from Coronavirus Aid, Relief, and Economic Security Act (CARES) and American Rescue Plan Act (ARPA).

State Shared Revenues are \$4.9 million; Cigarette Tax of \$325K, Court Assessment of \$443K, Liquor Tax of \$2.7 million, Payment in Lieu of Taxes (PILOT) of \$615K, and Public Education and Government revenue of \$302K, and other State Shared Revenue of \$521K.

Licenses and Permits are budgeted at \$1.2 million for FY21-22.

Charges for Services is revenue for services rendered. These include administration, legal, accounting, personnel, and purchasing services among others. As a group, these services total \$39.2 million in FY21-22 and provide operating income for the corresponding services. Another significant revenue in this category is recording fees which are estimated to total \$3.3 million in the Clerk's Office.

All Other Revenue Resources is a variable category of General Fund revenue because it consists of infrequent bond proceeds and salary reimbursements from other County agencies. The payroll cost reimbursements are budgeted at \$31.5 million in FY21-22.

Transfers is budgeted at \$146.7 million in FY21-22. This category consists of General Fund Support to other funds within Clackamas County, and departments within the General Fund. Budgeting General Fund Support within the General Fund is new in FY21-22, and while it doubles the expense and revenue, it allows for the measurement and tracking of the subsidy from year-to-year. Transfers within the General Fund are budgeted at \$121.8 million, and Transfers to other funds are budgeted at \$24.9 million in FY21-22.

Expenditure Summary

Personnel Services expenditures account for \$168.1 million in FY21-22, an increase of \$5.0 million from prior fiscal year. Included in this category is \$31.5 million of reimbursed payroll costs from other agencies: Water Environment Services, North Clackamas Parks and Recreation District, Development Agency, and Enhanced Law Enforcement District.

The Materials and Services (M&S) category encompasses a wide variety of items totaling \$54.4 million. Items classified as materials and services include office rental, postage, printing, supplies, election costs, professional services, and communications costs. M&S also includes allocated costs for technology services, facilities maintenance, records management, and financial services. Allocated costs total \$17.3 million for FY21-22.

The Capital Outlay budget is \$1.8 million in FY21-22. This is an allowance for items such as computer software/hardware, vehicles, and building improvements. The amounts vary from year to year.

Special Payments 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, and has been spent down over the last few years on communication equipment. FY21-22 includes a \$4.7 million in bond proceed funding that is anticipated to be fully spent. Other more routine expenditures that are accounted for in this category provide for water masters in districts serving Clackamas County, fire patrols, predation control, and a variety of small annual grants to local service providers.

The Transfer category includes intrafund transfers (from Non-Departmental to other General Fund departments), and interfund transfers (from Non-Departmental to other funds). These transfers are subsidies from the County's property tax and State shared revenues to the departments that require General Fund Support. In FY21-22, intrafund transfers total \$121.8 million, and interfund transfers total \$24.9 million. Among the larger recipients in the General Fund are the Sheriff (\$66.5 million), District Attorney (\$12.0 million), and Juvenile Department (\$9.6 million).

Contingency and Reserves amount to \$40.7 million for FY21-22, a decrease of \$7.2 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.

A non-budgeted balance of \$12.2 million is also reported in Unappropriated Ending Fund Balance. This category is intended to provide working capital to finance activities between July 1 and the time when property tax and other general revenue becomes available to meet cash flow needs of the fund.

Significant Issues & Changes

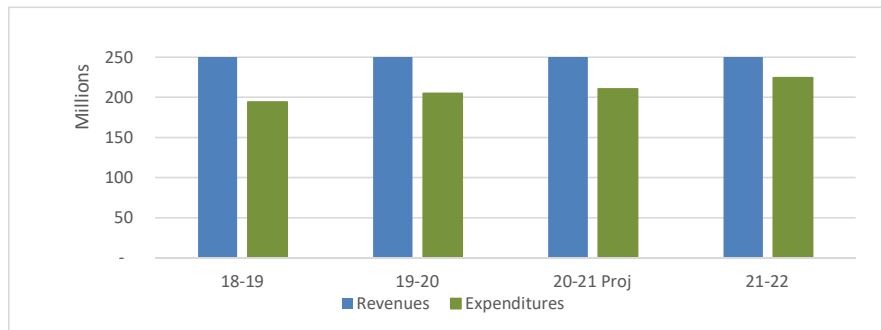
Property tax revenue, by far the largest source of non-restricted revenue in the County is accounted for in the General Fund. After several years of steady growth following the collapse the 2008 recession and real estate collapse, collection rates are now budgeted to be down slightly driven by COVID-19 impacts to the economy. At the time of budget preparation, the impact of COVID-19 on the County's property taxes, and other general revenue, was still unknown. Revenue was conservatively estimated.

Conversely, inflation has impacted all expense categories from personnel costs, materials and services, capital outlay, and construction costs. Again, the full impact of COVID-19 was unknown during budget development. Conservative estimates of cost increases were built into the budget.



General Fund (100)

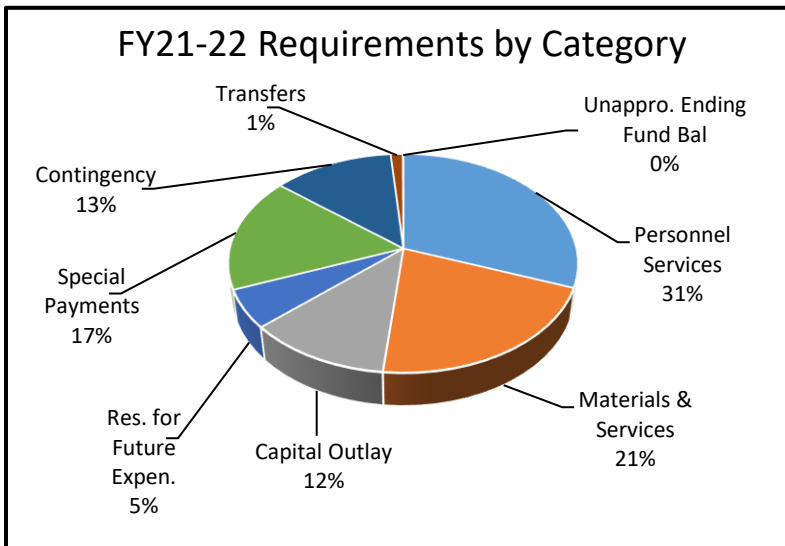
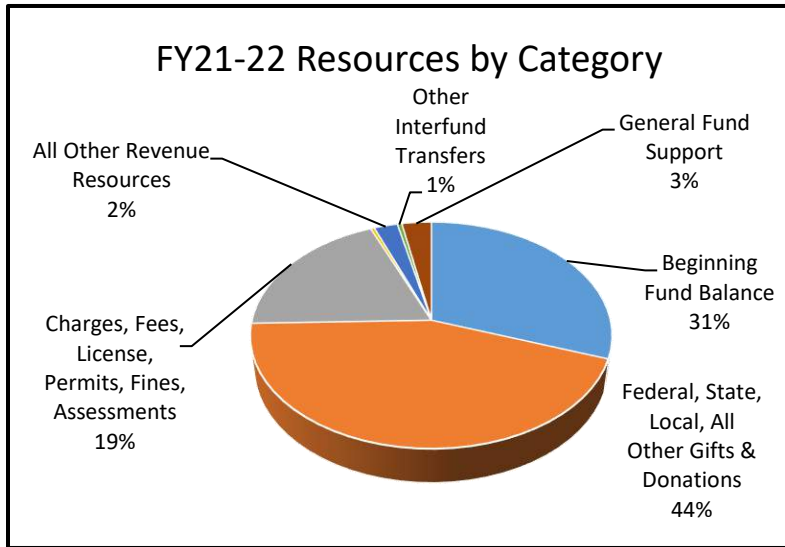
<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	95,168,572	83,062,280	60,254,298	73,614,431	67,332,956
Current Revenues					
Taxes	130,855,979	133,082,464	136,279,011	134,595,351	139,964,601
Federal, State, Local, All Other Gifts & Donations	27,441,226	27,984,829	31,217,112	29,230,290	24,646,944
Charges, Fees, License, Permits, Fines, Assessments	36,020,487	38,206,779	38,938,011	35,207,095	43,666,606
Revenue from Bonds & Other Debts	11,556	26,340	2,314,500	2,334,500	16,000
All Other Revenue Resources	33,647,682	33,936,345	35,958,479	32,956,344	38,868,942
Other Interfund Transfers	91,800,305	105,410,819	103,346,923	102,759,898	340,903
General Fund Support	-	-	-	586,530	121,810,098
Subtotal Current Revenues	319,777,235	338,647,576	348,054,036	337,670,008	369,314,094
Total Resources	414,945,807	421,709,856	408,308,334	411,284,439	436,647,050
Requirements by Category					
Current Expenditures					
Personnel Services	144,059,896	152,529,355	163,033,659	154,773,887	168,051,779
Materials and Services	49,175,455	49,770,440	59,198,645	53,418,409	54,384,777
Capital Outlay	1,033,320	2,353,501	2,968,597	2,154,457	1,789,984
Subtotal Current Expenditures	194,268,671	204,653,296	225,200,901	210,346,753	224,226,540
Debt Service	244,303	244,303	494,303	512,455	-
Special Payments	21,340,725	20,317,793	14,978,650	14,030,272	12,845,079
Transfers	116,029,862	122,880,034	119,819,306	119,062,008	146,676,133
Reserve for Future Expenditures	-	-	22,262,230	-	21,569,823
Contingency	-	-	25,552,944	-	19,119,186
Unappropriated Ending Fund Balance	-	-	-	-	12,210,293
Total Requirements	331,883,561	348,095,426	408,308,334	343,951,486	436,647,050
Revenue Less Expenses	83,062,246	73,614,430	-	67,332,953	-



Current Operating Revenues vs. Expenditures

*Presentation changes are the result of the new county-wide chart of accounts implementation.

Special Revenue Funds



Fund #	Funds Included In This Section:	Managing Department:
201	County Fair Fund	Business and Community Services
204	County School Fund	General Fund - Miscellaneous and Pass Through
205	Development Services Fund	Department of Transportation & Development
206	Sheriff's Operating Levy Fund	Sheriff's Office
208	Lottery Fund	Business and Community Services
211	Law Library Fund	Law Library
212	Library Network Fund	Business and Community Services
215	Road Fund	Department of Transportation
218	Property Resources Fund	Business and Community Services
223	Countywide Transportation SDC Fund	Department of Transportation & Development
224	Public Land Corner Preservation Fund	Department of Transportation & Development
230	Special Grants Fund	Non-Departmental
240	Health, Housing and Human Services Fund	Health, Housing & Human Services
253	Clackamas Health Centers Fund	Health, Housing & Human Services
255	Transient Lodging Tax Fund	Tourism
257	Parks & Forestry Fund	Business and Community Services



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. The 114th Clackamas County will return after last year's closure due to the Covid-19 pandemic. In a typical year, the Event Center will host a variety of events on the 49-acre premises, such as weddings, fundraisers for community organizations, and starting in FY 20-21, several new events including the Scare Fair and Winter Fair.

Revenue Summary

For FY21-22, total revenue for the County Fair Fund is budgeted at \$2,670,330. Self-generated revenues account for 62% 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 19% of total revenue with the remaining 19% accounted for in fund balance.

Expenditure Summary

For FY21-22, personnel services costs comprise about 23% 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 \$1,518,420, which make up 57% of total expenditures and include all fair expenses, building and grounds maintenance, insurance, and utilities. Capital outlay expenses total 3%, which includes building improvements and equipment.

Significant Issues & Changes

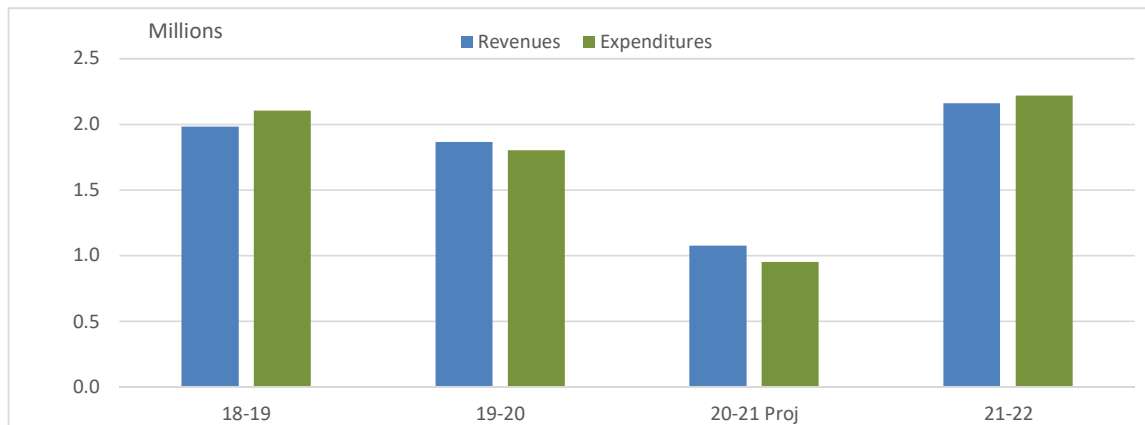
- In 2019 the Fair Board completed the Master Plan for the Fairgrounds and Event Center. The plan includes a review of the existing facility demands and uses, an analysis of physical improvements to the site, examination of funding options, research related to travel and tourism, and projections of future demands.
- Due to the COVID-19 pandemic the 2020 County Fair & Rodeo was canceled, the first time the Fair has been canceled since World War II. Due to the cancellation of the Fair, there was no projected spending for the event in FY20-21. The FY21-22 budget assumes the Fair and Rodeo will go forward as usual.
- During the COVID-19 pandemic, the Event Center was closed for many events including 4-H Activities, the Spring Garden Fair, Facility Rentals, and more. Staff developed two new drive-through events, Scare Fair and Winter Fair. These events are planned to continue in FY21-22, which accounts for the increased operating revenue in FY21-22.



County Fair Fund (201)

<i>Resources and Requirements by Fund</i>	2018-19	2019-20	2020-21	2020-21	2022-21
	Actual	Actual	Budget	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	451,847	328,960	390,926	390,926	509,639
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	118,167	73,167	57,167	240,454	58,167
Charges, Fees, License, Permits, Fines, Assessments	474,714	573,643	562,500	709	552,436
All Other Revenue Resources	914,048	725,553	997,800	328,785	1,033,500
Other Interfund Transfers	477,870	494,595	507,454	507,454	516,588
Subtotal Current Revenues	1,984,799	1,866,958	2,124,921	1,077,402	2,160,691
Total Resources	2,436,646	2,195,917	2,515,847	1,468,328	2,670,330
Requirements by Category					
Current Expenditures					
Personnel Services	573,045	528,174	561,300	382,238	610,500
Materials and Services	1,228,379	1,199,749	1,525,979	479,451	1,518,420
Capital Outlay	304,164	76,605	261,700	92,000	90,750
Subtotal Current Expenditures	2,105,588	1,804,528	2,348,979	953,689	2,219,670
Special Payments	2,099	463	6,500	5,000	24,250
Contingency	-	-	160,368	-	426,410
Total Requirements	2,107,686	1,804,991	2,515,847	958,689	2,670,330

Revenue Less Expenses	328,960	390,926	-	509,639	-
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Current Operating Revenues vs. Expenditures

*Presentation changes are the result of the new county-wide chart of accounts implementation.



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.

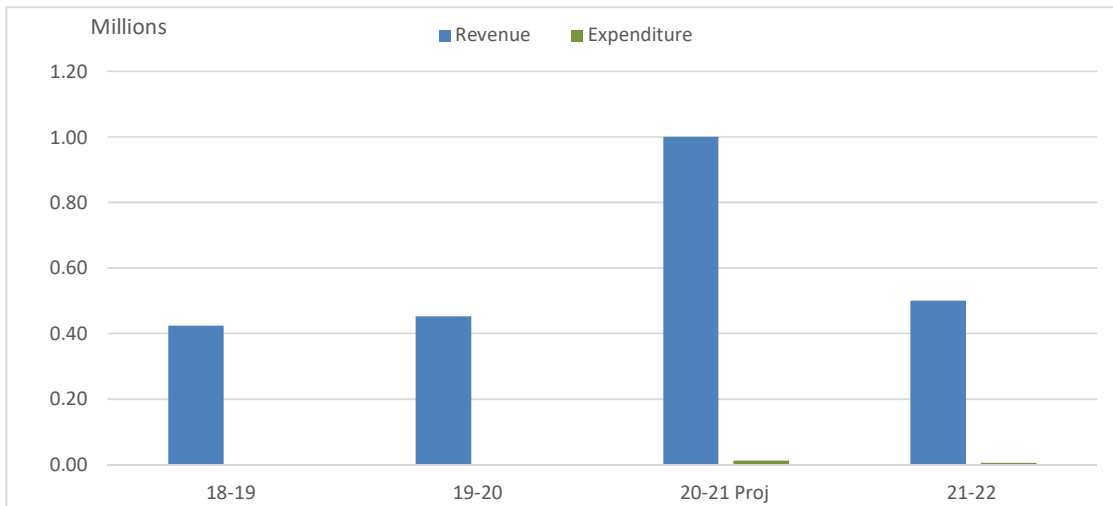
Significant Issues & Changes

Funding has declined since FY19-20, by 121%. Between FY20-21 and FY21-22, this fund has faced a 50% decrease.



County School Fund (204)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	305,553	-	-	-	-
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	417,811	451,370	432,009	432,009	490,000
All Other Revenue Resources	7,111	665	567,991	567,991	10,000
Subtotal Current Revenues	424,922	452,035	1,000,000	1,000,000	500,000
Total Resources	730,475	452,035	1,000,000	1,000,000	500,000
Requirements by Category					
Current Expenditures					
Materials & Services	-	133	12,000	12,000	6,000
Subtotal Current Expenditures	-	133	12,000	12,000	6,000
Special Payments	730,475	19,893	988,000	988,000	494,000
Total Requirements	730,475	20,026	1,000,000	1,000,000	500,000
Revenue Less Expenses	-	432,009	-	-	-



Current Operating Revenues vs. Expenditures

*Presentation changes are the result of the new county-wide chart of accounts implementation.



BUILDING CODES

Description of Fund

Building Codes revenue is used solely for the administration of the County's Building Codes Division and related building codes activities. This program 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 reviews.
- The electrical permits category includes revenues from electrical permits and related plan reviews.

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.

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.

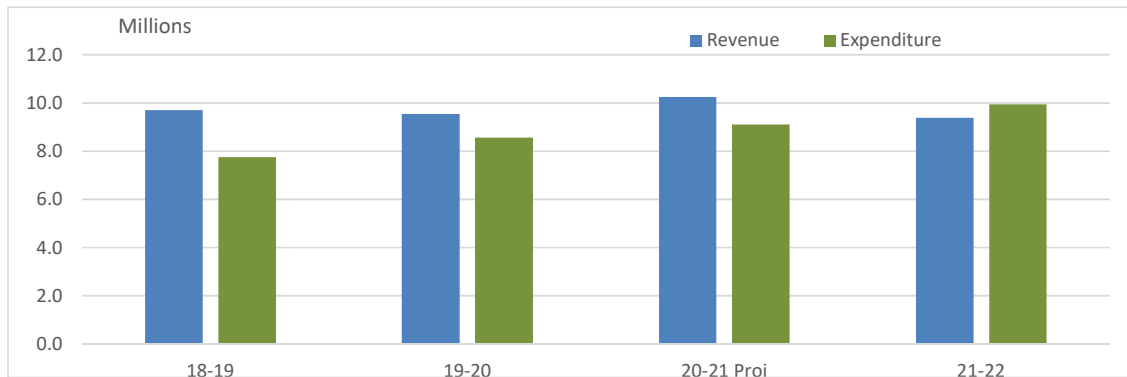
Significant Issues and Changes

The Septic & Onsite Wastewater Program (SOWP) expenditures are covered by local fees for service.



Development Services Fund (205)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	7,579,152	9,534,461	9,034,884	10,522,678	11,664,578
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	69,088	-	1,190	-
Charges, Fees, License, Permits, Fines, Assessments	9,419,250	9,214,000	8,565,020	9,994,757	9,131,057
Revenue from Bonds & Other Debts	5,423	31,343	15,000	7,500	7,500
All Other Revenue Resources	273,779	227,535	237,799	241,729	235,602
Subtotal Current Revenues	9,698,452	9,541,966	8,817,819	10,245,176	9,374,159
Total Resources	17,277,603	19,076,427	17,852,703	20,767,854	21,038,737
Requirements by Category					
Current Expenditures					
Personnel Services	5,477,741	5,904,445	6,462,574	6,055,924	6,832,732
Materials and Services	2,158,319	2,649,271	2,844,603	2,731,183	3,007,727
Capital Outlay	107,082	33	325,898	316,173	94,600
Subtotal Current Expenditures	7,743,142	8,553,749	9,633,075	9,103,280	9,935,059
Reserve for Future Expenditures	-	-	3,444,628	-	4,828,221
Contingency	-	-	4,775,000	-	6,275,455
Total Requirements	7,743,142	8,553,749	17,852,703	9,103,280	21,038,737
Revenue Less Expense	9,534,461	10,522,678	-	11,664,574	-



Current Operating Revenues vs. Expenditures

*Presentation changes are the result of the new county-wide chart of accounts implementation.



Sheriff's Operating Levy Fund (206)

Description of Fund

The Sheriff's Operating 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 Levy, passed by voters in May 2021, changes the prior fixed-rate Levy of \$0.248 per \$1,000 of assessed value in the County to \$0.368 per \$1,000 of assessed value in the County. The Clackamas County Sheriff's Office will realize the first collections at the new Levy rate in November 2022.

Throughout FY21-22, the Levy will continue to fund 31 FTE to keep approximately 84 jail beds open. The Levy will also support 18 patrol positions and expand enforcement to combat methamphetamine abuse and other drug-related crimes by funding 10 positions in the Investigations Division.

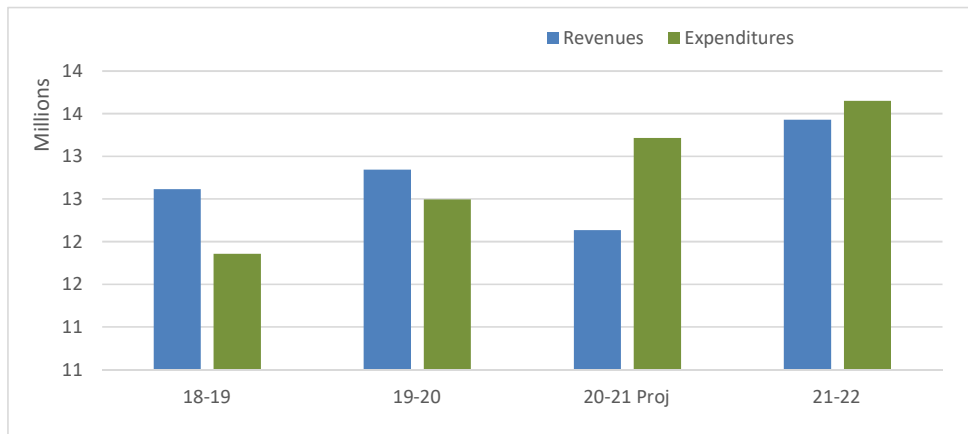
Significant Issues & Changes

Beginning with FY17-18, the Public Safety Local Option Levy is accounted for in the Sheriff's Fund. In FY21-22, the Levy will once again return to a separate fund number for accounting.



Sheriff's Operating Levy Fund (206)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	953,554	1,565,854	587,307	1,778,338	548,115
Current Revenues					
Taxes	12,394,386	12,670,515	12,855,196	12,289,987	13,270,602
Federal, State, Local, All Other Gifts & Donations	206,709	257,418	163,500	(158,355)	158,500
Charges, Fees, License, Permits, Fines, Assessments	-	40	-	-	-
All Other Revenue Resources	15,080	31,077	10,000	3,000	-
Other Interfund Transfers	-	(114,239)	-	-	-
Subtotal Current Revenues	12,616,175	12,844,811	13,028,696	12,134,632	13,429,102
Total Resources	13,569,730	14,410,664	13,616,003	13,912,970	13,977,217
Requirements by Category					
Current Expenditures					
Personnel Services	9,845,113	10,042,809	10,734,602	10,760,525	11,019,480
Materials and Services	1,986,450	2,451,537	2,711,401	2,455,780	2,632,934
Capital Outlay	27,357	-	-	-	-
Subtotal Current Expenditures	11,858,920	12,494,346	13,446,003	13,216,305	13,652,414
Special Payments	144,956	137,979	170,000	148,550	270,600
Transfers	-	-	-	-	54,203
Total Requirements	12,003,876	12,632,325	13,616,003	13,364,855	13,977,217
Revenue Less Expenses	1,565,854	1,778,339	-	548,115	-



Current Operating Revenues vs. Expenditures

*Presentation changes are the result of the new county-wide chart of accounts implementation.



Description of Fund

The Lottery 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 and the 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. Other economic development programs include tracking employment lands, the 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 FY 21-22, total allocations to be received are budgeted at \$1.3 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 \$2.4 million in FY 21-22. 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 is primarily personnel expenditures which represent 58% of the \$1.9 million budget. The remaining expenditures are related to supporting the staff in all BCS divisions.

In the Economic Development line of business, personnel expenditures represent 15% of the \$4.6 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 the development of their Community Economic Preparedness Program, the 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.

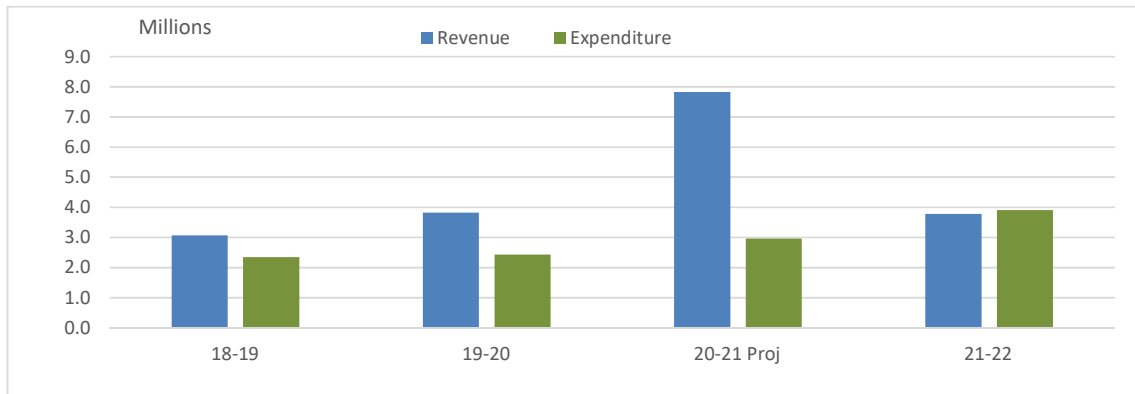
Significant Issues & Changes

- In January 2020, the Board of Commissioners adopted a countywide strategic business plan that includes economic development goals. To ensure full support of these goals and to align with industry trends, the Economic Development program will be conducting an assessment in 2021, to result in a dynamic vision and path forward. Upon completion of this exercise, the program will have a revitalized strategic focus that will align with the Board's strategic goals as well as emerging trends in economic development.
- In 2020, Economic Development pivoted to provide support to the small business community as they adjusted to meet the economic impacts of COVID-19. Economic Development received \$6.6 million in CARES dollars, and significant resources were deployed to provide much-needed technical assistance, grants, personal protective equipment, and more. Six Business Recovery Centers (BRCs) were opened around the county to assist businesses in navigating restrictions placed on them to safeguard the community during the pandemic. The coming year will bring with it many challenges as Economic Development continues to provide support to the local small business community while maintaining its presence in other areas such as incentive programs and employment lands.
- The Land Bank Authority program was put on hold in 2020 due to COVID-19; however, BCS plans to move forward with its creation in FY 21-22 pending Board approval.



Lottery Fund (208)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	3,035,885	3,519,249	3,329,796	4,456,929	3,375,214
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	1,874,962	2,690,967	11,019,522	6,643,368	2,400,000
Charges, Fees, License, Permits, Fines, Assessments	1,142,022	1,075,911	1,129,307	1,141,753	1,289,211
All Other Revenue Resources	53,300	52,317	35,000	40,000	-
Other Interfund Transfers	-	-	100,000	-	100,000
Subtotal Current Revenues	3,070,284	3,819,195	12,283,829	7,825,121	3,789,211
Total Resources	6,106,169	7,338,444	15,613,625	12,282,050	7,164,425
Requirements by Category					
Current Expenditures					
Personnel Services	1,506,196	1,572,013	2,026,744	1,745,012	2,051,533
Materials and Services	832,724	782,503	1,945,598	1,215,288	1,848,845
Capital Outlay	-	75,000	-	-	-
Subtotal Current Expenditures	2,338,920	2,429,516	3,972,342	2,960,300	3,900,378
Special Payments	185,000	389,000	10,357,943	5,883,536	513,650
Transfers	63,000	63,000	63,000	63,000	63,000
Contingency	-	-	1,220,340	-	2,687,396
Total Requirements	2,586,920	2,881,516	15,613,625	8,906,836	7,164,425
Revenue Less Expense	3,519,249	4,456,928	-	3,375,214	-



Current Operating Revenues vs. Expenditures

*Presentation changes are the result of the new county-wide chart of accounts implementation.



Description of Fund

Per 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 requests. 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 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 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

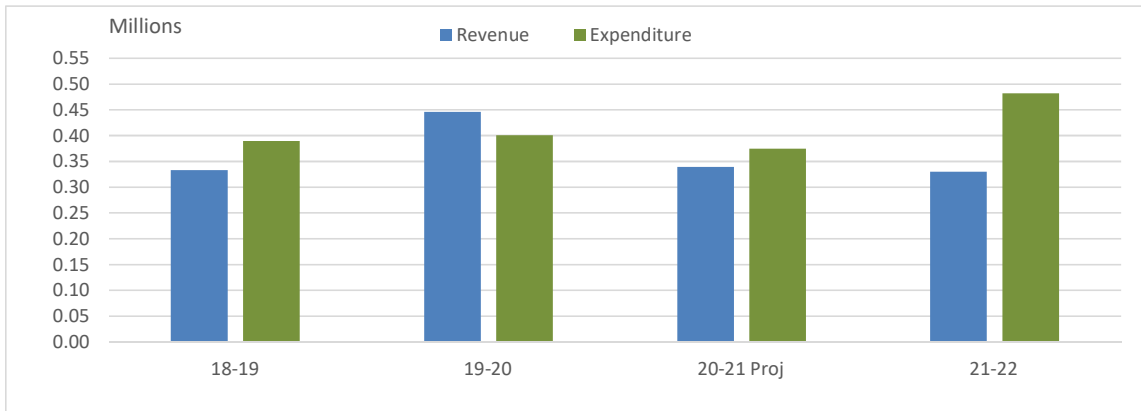
The majority of available funds have been held in dwindling reserve and contingency for anticipated future expenditures of continuing to provide, support, and maintain a robust Law Library program with modern services at existing levels. Even with significant expenditure adjustments, due to the changes 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.



Law Library Fund (211)

<i>Resources and Requirements by Fund</i>	2018-19	2019-20	2020-21	2020-21	2021-22
	Actual	Actual	Budget	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	318,645	261,997	221,417	307,560	272,471
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	22,156	-	11,000	-
Charges, Fees, License, Permits, Fines, Assessments	326,235	322,011	323,977	322,090	323,727
All Courts Reimbursements	6,634	102,005	16,622	6,255	6,600
Subtotal Current Revenues	332,869	446,172	340,599	339,345	330,327
Total Resources	651,514	708,170	562,016	646,905	602,798
Requirements by Category					
Current Expenditures					
Personnel Services	243,212	266,854	264,285	221,722	329,433
Materials and Services	146,305	133,755	167,731	152,712	152,365
Subtotal Current Expenditures	389,517	400,609	432,016	374,434	481,798
Reserve for Future Expenditures	-	-	120,000	-	110,000
Contingency	-	-	10,000	-	11,000
Total Requirements	389,517	400,609	562,016	374,434	602,798

Revenue Less Expense 261,997 307,561 - 272,471 -



Current Operating Revenues vs. Expenditures

*Presentation changes are the result of the new county-wide chart of accounts implementation.



Library Network Fund (212)

Overview

Description of Fund

The Library Network 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 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 their communities.

Revenue Summary

The primary revenue sources for the *Library Support Services Program* are interfund transfers from the General Fund of \$2,457,474. In addition, the *Library Support Services Program* is estimated to receive \$605,250 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. Beginning fund balance of approximately \$4.35 million in the *Library Support Services Program* reflects the allowance for \$1.85 million for capital improvement projects to be submitted and approved for funding from District libraries as per agreements in an Intergovernmental Agreement (IGA) between the Board of County Commissioners and each participating jurisdiction.

The primary revenue for operations of the Oak Lodge Library Program is from the annual distribution of Library District funds. For FY 21-22, the distribution is anticipated to total \$1,497,762. In FY 21-22 Library Support Services Program has a transfer of \$500,000 and \$1.11 million from the Library District for expenditures related to the Oak Lodge Library building.

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 FY 21-22, the Library District distribution is anticipated to total \$880,852, while the City of Gladstone distribution is anticipated to be \$203,200. In FY 21-22 Library Support Services Program has a transfer of \$500,000 and \$1.11 million from the Library District for expenditures related to the Gladstone Library building.

Expenditure Summary

Total expenditures for the Library Support Services Program are budgeted at \$7,434,485 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, \$605,250 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 \$3,889,712, of which, 22% are for personnel costs. In FY 21-22 capital expenditures are budgeted at \$2.37 million for the Oak Lodge Library building.

The expenditures for operations of the Gladstone Library Program are budgeted at \$3,110,690, of which, 24% are for personnel costs. In FY 21-22 capital expenditures are budgeted at \$1.94 million for the Gladstone Library building.

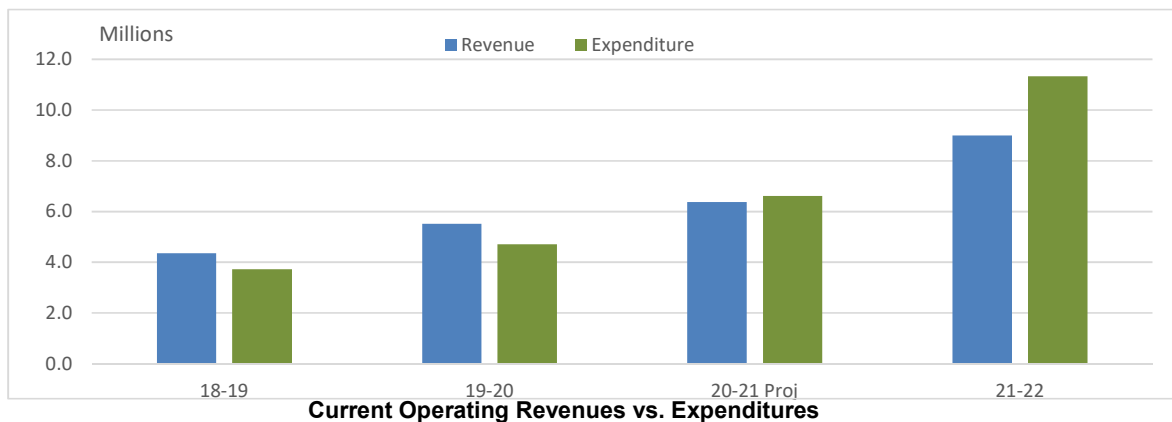
Significant Issues & Changes

- The Library Support Services program spent the past year adjusting to the changes and challenges brought by the COVID-19 pandemic and identifying ways to best meet the needs of 13 member libraries and their patrons, including offering residents a way to apply for a library card online, implementing safe and sustainable materials handling practices to keep staff and the public safe, and moving computers and other technology in libraries to meet their changing needs.
- During the pandemic, the Library Support Services program provided critical services for the 13 member libraries that make up the Libraries in Clackamas County (LINCC) consortium. With libraries shut down or only able to offer limited services, the online services offered by this program enabled County residents to access information for their educational and recreational needs and place holds on items they wanted to be sent to their library for pick-up.
- The multi-jurisdictional Task Force formed in FY 19-20 to evaluate and make recommendations related to Library District services, funding, and governance which Business and Community Services supports at the direction of the Board and in close consultation with the Library District Advisory Committee (LDAC) was postponed due to the pandemic. This program remains prepared to support this Task Force when the group is ready to meet again.
- In FY 21-22, Library Support Services Program is budgeting for a \$1 million transfer to Oak Lodge and Gladstone Library for expenses related to the Oak Lodge and Gladstone Community project which will build two new library buildings. This amount was budgeted in special payments in FY 20-21 and is now budgeted in materials and services in FY 21-22, resulting in a decrease in special payments and an increase in materials and services in the year-over-year comparison.
- 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. After reviewing different design options during the Gladstone Library Master Plan process, the Gladstone Community Library Task Force voted unanimously for Design Option Three as the preferred alternative. The Taskforce has been involved in the current phase of schematic design and will continue to be engaged in the process moving forward.
- On December 1, 2019, the City of Gladstone transferred operations of the Gladstone Library to Clackamas 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.
- The FY 21-22 budget reflects a one-time \$1 million transfer of funds from the Library District to support the Oak Lodge and Gladstone Community Project for the construction of two new library buildings.



Library Network Fund (212)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	4,273,235	4,914,173	4,703,304	5,682,955	5,441,406
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	1,296,892	2,136,350	2,954,913	2,971,108	4,561,461
Charges, Fees, License, Permits, Fines, Assessments	63,208	28,606	283,300	265,000	1,145,296
All Other Revenue Resources	582,634	814,143	788,185	778,050	829,250
Other Interfund Transfers	2,420,811	2,534,996	2,352,038	-	-
General Fund Support	-	-	-	2,352,038	2,457,474
Subtotal Current Revenues	4,363,545	5,514,095	6,378,436	6,366,196	8,993,481
Total Resources	8,636,780	10,428,267	11,081,740	12,049,151	14,434,887
Requirements by Category					
Current Expenditures					
Personnel Services	1,935,215	2,431,476	2,956,374	2,796,058	3,215,844
Materials and Services	1,601,521	1,830,818	2,568,055	3,698,071	3,513,607
Capital Outlay	185,872	445,994	1,570,000	113,616	4,604,581
Subtotal Current Expenditures	3,722,608	4,708,288	7,094,429	6,607,745	11,334,032
Special Payments	-	37,023	1,850,000	-	850,000
Transfers	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,970,296	-	2,001,974
Contingency	-	-	167,015	-	248,881
Total Requirements	3,722,607	4,745,311	11,081,740	6,607,745	14,434,887
Revenue Less Expense	4,914,173	5,682,956	-	5,441,406	-



*FY21-22 presentation changes are the result of the new county-wide chart of account implementation.

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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 interfund 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 in a timely manner 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)

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 the 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.

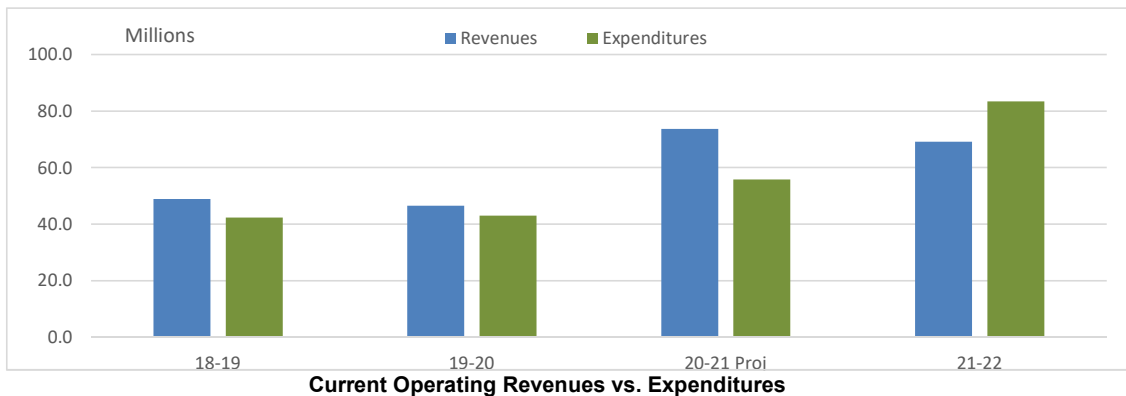
The Community Road Fund program tracks the collection, distribution, and expense of the countywide Vehicle Registration Fee, which went into effect on registrations renewing in January 2020. The county has committed to spending approximately \$5.5 million per year of Clackamas County revenue on three 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 Transportation System Plan (TSP) - (Tier 1).



Road Fund (215)

<i>Resources and Requirements by Fund</i>	2018-19	2019-20	2020-21	2020-21	2021-22
	Actual	Actual	Budget	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	28,316,043	30,565,609	32,148,999	32,567,985	45,561,036
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	35,311,292	37,844,575	41,990,808	36,503,582	48,684,366
Charges, Fees, License, Permits, Fines, Assessments	4,447,106	7,950,875	15,262,283	15,555,380	15,973,890
Revenue from Bonds & Other Debts	-	56,477	19,963,375	20,050,000	30,642
All Other Revenue Resources	4,772,561	409,397	437,280	504,255	3,464,027
Other Interfund Transfers	4,353,976	354,986	6,672,243	1,098,951	759,556
General Fund Support	-	-	-	-	249,235
Subtotal Current Revenues	48,884,935	46,616,310	84,325,989	73,712,168	69,161,716
Total Resources	77,200,978	77,181,919	116,474,988	106,280,153	114,722,752
Requirements by Category					
Current Expenditures					
Personnel Services	17,942,848	17,803,291	21,111,770	18,475,965	21,889,484
Materials and Services	14,866,910	19,017,243	28,897,022	21,745,737	21,501,533
Capital Outlay	9,523,598	6,226,518	41,572,014	15,554,509	40,060,823
Subtotal Current Expenditures	42,333,356	43,047,052	91,580,806	55,776,211	83,451,840
Special Payments	179,600	1,492,061	5,637,101	3,489,720	5,405,000
Transfers	4,122,400	75,000	4,260,000	1,453,186	1,845,813
Reserve for Future Expenditures	-	-	6,252,563	-	3,932,099
Contingency	-	-	8,744,518	-	20,087,999
Total Requirements	46,635,356	44,614,113	116,474,988	60,719,117	114,722,752
Revenue Less Expenses	30,565,622	32,567,806	-	45,561,036	-



*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.

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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 \$1,343,597 to mitigate costs related to the unknown hazards and possible clean-up of future hazardous contaminated tax-foreclosed properties.

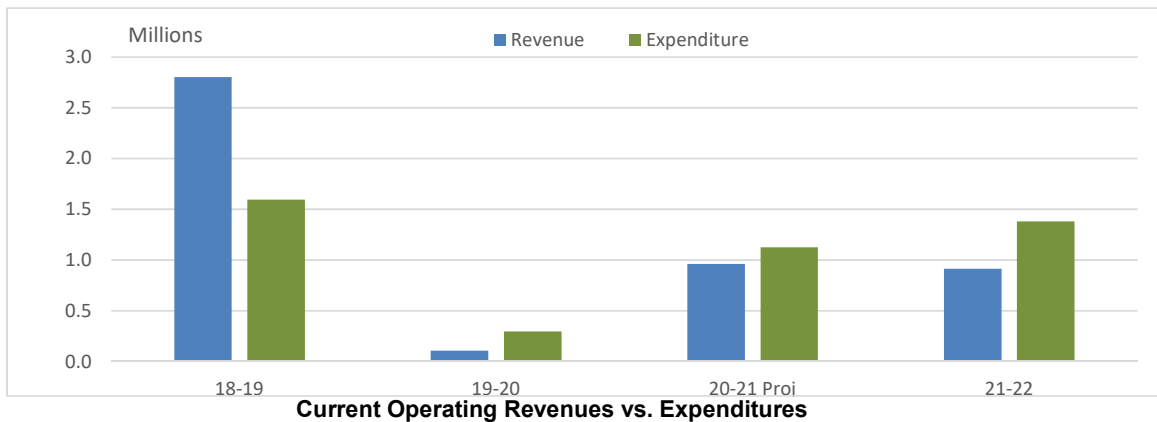
Significant Issues & Changes

- Exposure to unknown hazardous property conditions can create 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.
- 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.



Property Resources Fund (218)

<i>Resources and Requirements by Fund</i>	2018-19	2019-20	2020-21	2020-21	2021-22
	Actual	Actual	Budget	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	1,918,732	2,827,175	2,400,082	2,639,878	2,152,103
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	8,774	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,259,001	-	400,000	450,000	400,000
Revenue from Bonds & Other Debts	34,885	-	-	-	-
All Other Revenue Resources	1,509,107	99,500	515,000	511,900	515,000
Subtotal Current Revenues	2,802,993	108,274	915,000	961,900	915,000
Total Resources	4,721,724	2,935,449	3,315,082	3,601,778	3,067,103
Requirements by Category					
Current Expenditures					
Personnel Services	172,988	194,040	178,942	175,151	168,869
Materials and Services	1,390,062	101,530	586,719	639,864	600,352
Capital Outlay	31,500	-	610,000	310,000	610,000
Subtotal Current Expenditures	1,594,550	295,570	1,375,661	1,125,015	1,379,221
Special Payments	300,000	-	165,000	324,660	162,000
Transfers	-	-	100,000	-	100,000
Reserve for Future Expenditures	-	-	1,527,463	-	1,343,597
Contingency	-	-	146,958	-	82,285
Total Requirements	1,894,548	295,570	3,315,082	1,449,675	3,067,103
Revenue Less Expenses	2,827,176	2,639,879	-	2,152,103	-



*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



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 the 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

The 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.

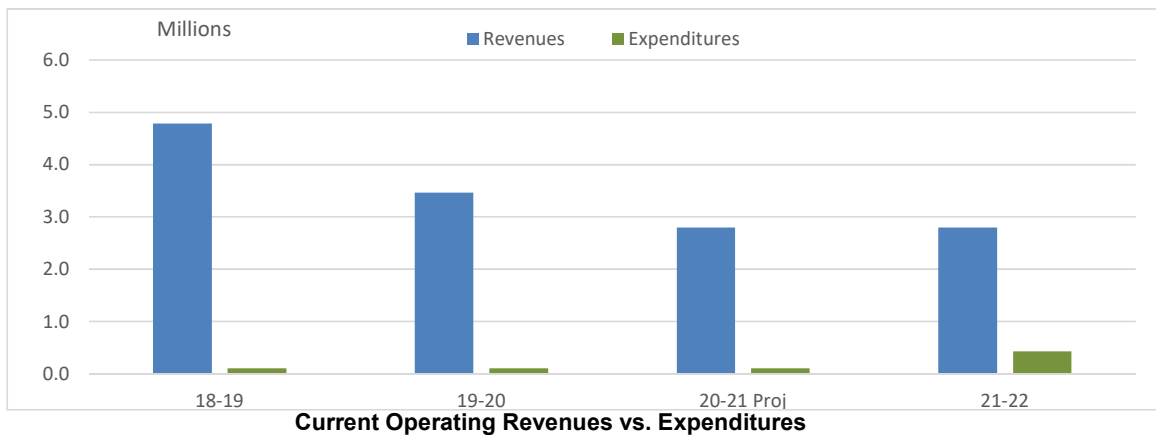


Countywide Transportation SDC Fund (223)

Resources and Requirements by Fund

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	8,195,129	12,596,750	15,872,643	15,904,311	18,005,240
Current Revenues					
Charges, Fees, License, Permits, Fines, Assessments	2,422,282	3,289,739	2,039,500	2,535,900	2,536,400
All Other Revenue Resources	178,614	177,940	180,000	265,000	265,000
Other Interfund Transfers	2,186,106	-	2,510,000	-	-
Subtotal Current Revenues	4,787,002	3,467,679	4,729,500	2,800,900	2,801,400
Total Resources	12,982,131	16,064,429	20,602,143	18,705,211	20,806,640
Requirements by Category					
Current Expenditures					
Materials and Services	104,110	106,880	156,755	107,995	431,747
Subtotal Current Expenditures	104,110	106,880	156,755	107,995	431,747
Special Payments	45,675	-	9,000	8,832	2,250,000
Transfers	235,595	53,239	6,123,008	583,144	759,556
Reserve for Future Expenditures	-	-	14,212,415	-	10,000,000
Contingency	-	-	100,965	-	7,365,337
Total Requirements	385,380	160,119	20,602,143	699,971	20,806,640

Revenue Less Expense 12,596,751 15,904,310 - 18,005,240 -



*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



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.

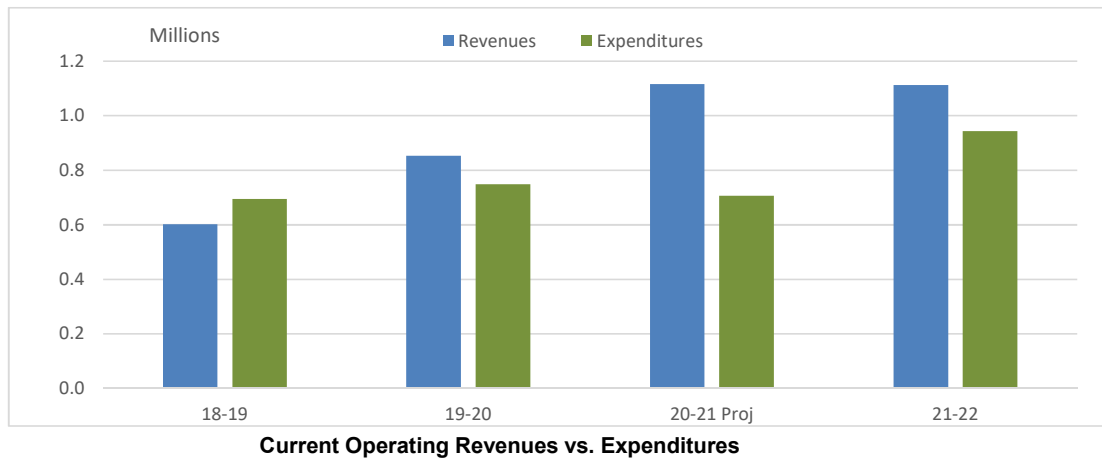
Significant Issues & Changes

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 Land Corner Preservation Fund (224)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	1,037,238	944,614	907,855	1,049,673	1,458,284
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	14,104	-	7,655	-
Charges, Fees, License, Permits, Fines, Assessments	582,279	819,703	700,000	1,095,325	1,097,325
Revenue from Bonds & Other Debts	-	2,138	-	2,000	-
All Other Revenue Resources	20,768	17,624	11,000	11,000	15,000
Subtotal Current Revenues	603,047	853,569	711,000	1,115,980	1,112,325
Total Resources	1,640,285	1,798,183	1,618,855	2,165,653	2,570,609
Requirements by Category					
Current Expenditures					
Personnel Services	530,660	591,478	621,421	534,990	754,773
Materials and Services	165,011	157,031	180,621	172,379	173,965
Capital Outlay	-	-	-	-	15,000
Subtotal Current Expenditures	695,671	748,509	802,042	707,369	943,738
Reserve for Future Expenditures	-	-	691,813	-	275,000
Contingency	-	-	125,000	-	1,351,871
Total Requirements	695,671	748,509	1,618,855	707,369	2,570,609
Revenue Less Expense	944,614	1,049,673	-	1,458,284	-



*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



Description of Fund

In March, the American Rescue Plan Act of 2021 (ARPA) was signed into law. The bill gives emergency funding for state, local, territorial, and tribal governments to provide relief to support public health response work and equitable economic recovery. In anticipation of the funding and tight regulatory controls, a new fund, Special Grants Fund (230), was created to easily identify and report on the budget expenditures for ARPA.

During the budget development phase, Clackamas County anticipated receiving \$30.0 million in ARPA funding, and this amount was built into the FY21-22 Proposed Budget. Shortly before the FY21-22 Proposed Budget public hearing, the County received the first installment in the amount of \$40.6 million. At the time of the FY21-22 Proposed Budget public hearing in May 2021, a change was made to budget the entire \$40.6 million in the Special Grants Fund (230).

A second distribution of \$40.6 million is anticipated in FY22-23.

Revenue Summary

The \$40.6 million in ARPA funding is budgeted in the Federal, State, Local, All Other Gifts & Donations revenue section.

Expenditure Summary

At the time of the FY21-22 budget development, the parameters for spending the ARPA funding were unknown. The \$40.6 million ARPA funds are budgeted in the Special Payments category. As funding is awarded, budget amendments into the correct categories will be necessary to ensure compliance with Oregon Local Budget Law.

Significant Issues & Changes

N/A



Special Grants Fund (230)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
<u>Resources by Category</u>					
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	40,613,961
Total Resources	-	-	-	-	40,613,961
Current Revenues					
Licenses & Permits					
Other Revenue					
Subtotal Current Revenues	-	-	-	-	-
<u>Requirements by Category</u>					
Special Payments	-	-	-	-	40,613,961
Total Requirements	-	-	-	-	40,613,961



Description of Fund

The Health, Housing, and Human Services (H3S) Fund aligns its programs with the Clackamas County priority areas to Ensure Healthy, Safe, and Secure Communities and a Vibrant Economy. The H3S Fund accounts for the H3S Director's Office, the Behavioral Health Division, the Children, Family and Community Connections Division, the Community Development Division, the Public Health Division, and the Social Services Division. Clackamas Health Centers and the Housing Authority of Clackamas County are accounted for in their respective fund. The overall management of the H3S Fund, the Health Centers Fund, and the Housing Authority Fund is through the H3S Director's Office, which provides departmental oversight of programs, services, contracts, procurement, budget, finance, grants, personnel, quality improvement, and performance management.

Revenue Summary

The H3S Fund's total revenue is \$126,685,503, which primarily includes federal, state, and local grants. The H3S Fund is funded through contracts, grants, fees, fines, licenses, and charges for services, including patient fees and inspection fees. The H3S Fund is budgeted to receive \$9,785,892 in County General Fund support, which provides sustainable program operations. The H3S Director's Office closely monitors revenues at all levels of the H3S Fund. The H3S Director's Office coordinates and manages all H3S lines of business to utilize funds efficiently, assures the greatest delivery of services with current resources, and strategically seeks new funding opportunities that are not dependent on the County General Fund.

Expenditure Summary

The H3S Fund supports 437.70 FTE. Personnel Services is \$50,531,570. Materials and Services are \$43,146,846. Items classified as materials and services include office rental, postage, printing, supplies, professional services, and program expense. Contingency amounts to \$7,558,625, which is restricted for program and service delivery. The H3S Fund continues to control costs while maintaining the highest level of effectiveness and delivery of quality services.

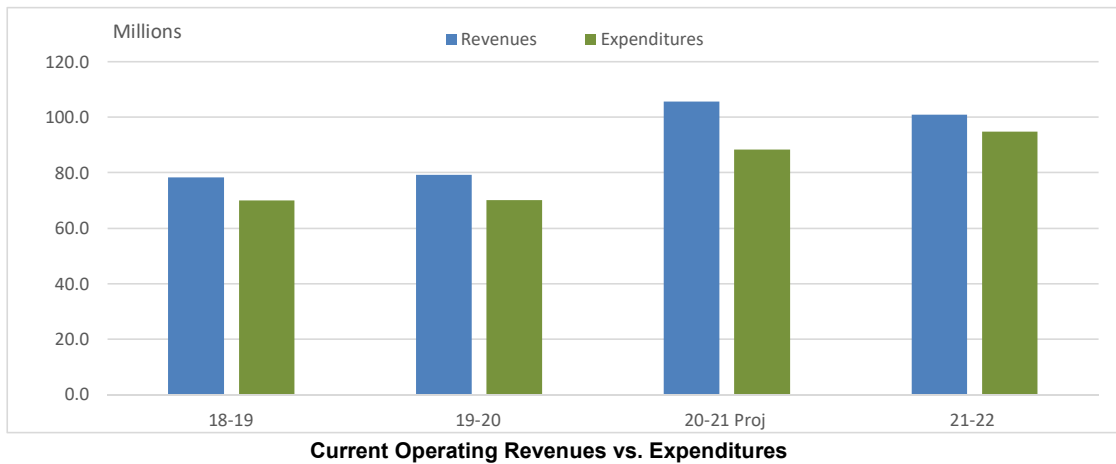
Significant Issues & Changes

The Health, Housing, and Human Services Fund experience ongoing funding challenges. Decisions made at state and federal levels continue to have a critical impact on many lines of business budgets within the H3S Fund. Moreover, COVID-19 has impacted program and service delivery within the H3S Fund. The COVID-19 pandemic has highlighted the need for substantial and sustainable increases in funding for public health services, programs, and infrastructure that is necessary to adequately respond to significant disease outbreaks, natural disasters, other emergencies, and efforts to reduce health disparities within communities of color. The pandemic has also revealed a need to increase outreach about the availability of Aging and Disability Resource Connection (ADRC) services. Lastly, significant focus is being placed on the Aid and Assist population. This population has increased their 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. This is especially true in 2020 and into 2021 when COVID-19 shut down the Oregon State Hospital (OSH) units, so the priority has been given to the Aid and Assist population.



Health, Housing & Human Services Fund (240)

<i>Resources and Requirements by Fund</i>	2018-19	2019-20	2020-21	2020-21	2021-22
	Actual	Actual	Budget	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	13,209,775	14,971,425	18,607,991	20,122,228	25,855,187
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	55,704,233	56,224,041	86,397,156	84,450,773	77,605,030
Charges, Fees, License, Permits, Fines, Assessments	9,479,547	10,225,289	12,693,105	10,180,336	11,511,611
Revenue from Bonds & Other Debts	946,470	572,485	655,000	587,408	580,000
All Other Revenue Resources	485,889	344,551	77,600	235,782	982,500
Other Interfund Transfers	11,679,038	11,823,979	10,200,892	8,104,257	365,283
General Fund Support	-	-	-	2,057,651	9,785,892
Subtotal Current Revenues	78,295,177	79,190,345	110,023,753	105,616,207	100,830,316
Total Resources	91,504,952	94,161,770	128,631,744	125,738,435	126,685,503
Requirements by Category					
Current Expenditures					
Personnel Services	31,256,054	34,135,315	46,301,816	40,308,212	50,531,570
Materials and Services	38,629,788	35,439,077	50,253,690	47,233,002	43,146,846
Capital Outlay	99,116	527,428	1,066,600	768,645	1,070,480
Subtotal Current Expenditures	69,984,958	70,101,821	97,622,106	88,309,859	94,748,896
Debt Service	3,759	27,960	5,000	2,000	4,000
Special Payments	6,458,663	7,453,442	23,354,996	11,276,176	24,161,768
Transfers	86,149	597,870	421,099	295,213	212,213
Contingency	-	-	7,228,543	-	7,558,625
Total Requirements	76,533,529	78,181,093	128,631,744	99,883,248	126,685,503
Revenue Less Expense	14,971,423	15,980,677	-	25,855,187	-



*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



Overview

Clackamas Health Centers Fund (253)

Description of Fund

The Clackamas Health Centers Division aligns its programs with the Clackamas County priority area to Ensure Healthy, Safe, and Secure Communities. 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 residents 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 proposed FY21-22 budget is \$59 million. It receives the majority of its revenue through a combination of federal and state funding. The Division also receives County general fund. The County General Fund that the division receives provides sustainable program operations and supports the Clackamas County priority area to Ensure Healthy, Safe, and Secure Communities. Budget assumptions for FY21-22 revenue predict conservative growth in existing revenue streams when compared to FY20-21 budget totals. The FY21-22 budget for Health Centers includes billing for the Clackamas Substance Abuse program (CSAP) which accounts for the large increase in charges for services.

Expenditure Summary

In the FY21-22 budget, personnel services costs account for about 59 percent of total expenditures and support 241 FTE. Materials and Services and Cost Allocations are operating expenditures, which are 17 percent of the budget. Capital Outlay accounts for about 6 percent and is tied to the construction of the new Sandy Integrated Health Clinic. The remaining 18 percent is budgeted as a contingency, which represents the resources available for unanticipated expenditures.

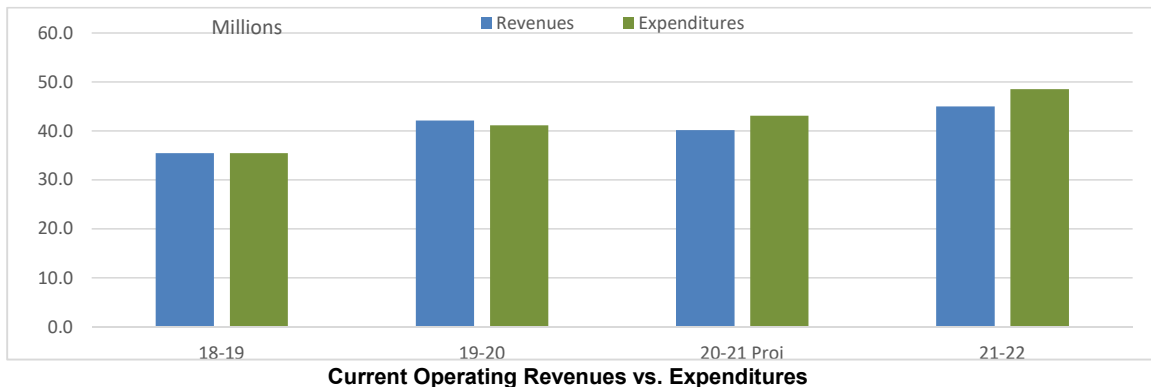
Significant Issues & Changes

Much of Health Centers operations have been impacted by the COVID-19 pandemic with the Dental and Pediatrics programs being hardest hit. 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, sustainable operations, and expanding health care services by investing in underserved areas. These efforts will continue into the FY21-22 fiscal year.



Clackamas Health Centers Fund (253)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2020-21 Adopted
Resources by Category					
Beginning Fund Balance	16,641,926	16,662,487	12,215,719	17,319,445	14,061,297
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	5,054,102	8,066,914	4,687,367	7,926,545	5,095,453
Charges, Fees, License, Permits, Fines, Assessments	29,611,797	33,238,427	37,477,069	31,422,914	39,144,948
Revenue from Bonds & Other Debts	-	-	-	45,963	45,963
All Other Revenue Resources	266,669	222,251	222,635	223,226	182,234
Other Interfund Transfers	567,643	587,523	518,909	518,909	-
General Fund Support	-	-	-	-	518,909
Subtotal Current Revenues	35,500,211	42,115,115	42,905,980	40,137,557	44,987,507
Total Resources	52,142,137	58,777,602	55,121,699	57,457,002	59,048,804
Requirements by Category					
Current Expenditures					
Personnel Services	26,507,901	29,896,720	33,651,828	31,959,182	35,105,076
Materials and Services	8,902,488	10,204,388	9,249,152	10,165,459	9,876,055
Capital Outlay	61,646	1,022,372	-	1,014,772	3,500,000
Subtotal Current Expenditures	35,472,035	41,123,480	42,900,980	43,139,413	48,481,131
Special Payments	7,615	305,136	5,000	2,996	6,376
Transfers	-	29,541	-	253,296	-
Reserve for Future Expenditures	-	-	10,581,790	-	-
Contingency	-	-	1,633,929	-	10,561,297
Total Requirements	35,479,650	41,458,157	55,121,699	43,395,705	59,048,804
Revenue Less Expense	16,662,487	17,319,445	-	14,061,297	-



*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



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 \$3.48 million provide virtually all the revenue for this fund.

The Transient Room Tax Ordinance (TRT) 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 distributed to the Tourism Development Council Fund. This fiscal year the interfund transfer reflects an expenditure of \$516,588 for the County Fair and \$3,963,940 for the Tourism Development Council.

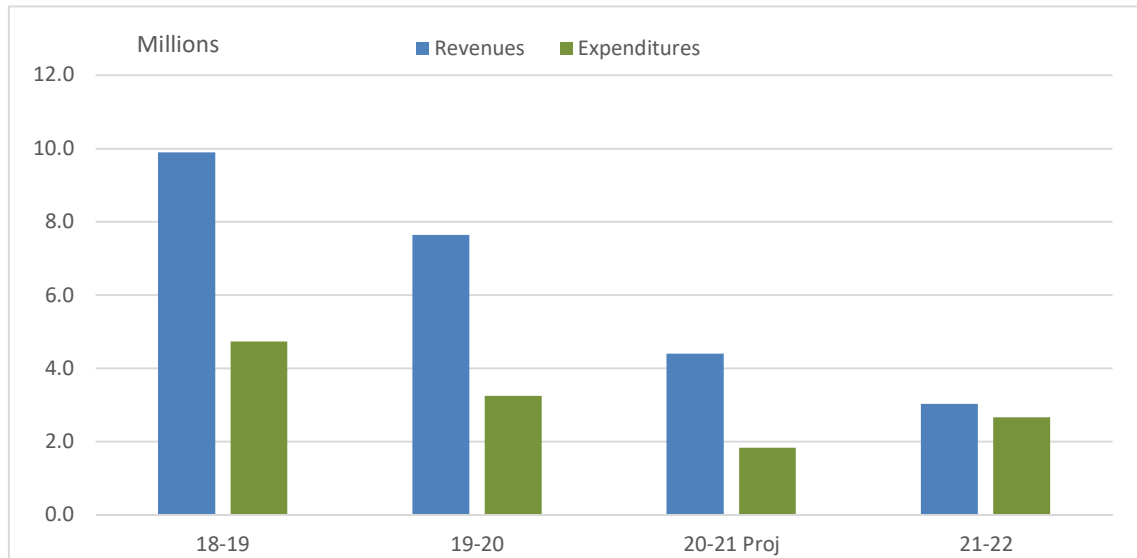
Significant Issues & Changes

In FY1920 TRT revenue dropped precipitously due to the pandemic. As a result, CCTCA reduced staff and programming but continued to implement the Tourism Master Plan on behalf of the TDC. CCTCA temporarily became a division of Administration. TRT collections in FY20-21 were higher than anticipated. Tourism staff and programming are budgeted to increase in FY21-22 but the department remains a division of administration. This impacted the County's revenue for the administration of the TRT by the Finance Department. There was no change to the revenue for the County Fair.



Transient Lodging Tax Fund (255)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	1,014,088	461,518	730,236	729,354	1,246,274
Current Revenues					
Federal, State, Local, All Other Gifts & D	479,583	444,677	424,340	441,030	303,105
All Other Revenue Resources	4,778,833	3,773,021	1,259,045	1,905,000	2,717,666
Other Interfund Transfers	4,640,387	3,419,089	1,630,400	2,054,455	-
Subtotal Current Revenues	9,898,803	7,636,787	3,313,785	4,400,485	3,020,771
Total Resources	10,912,891	8,098,306	4,044,021	5,129,839	4,267,045
Requirements by Category					
Current Expenditures					
Personnel Services	1,824,460	1,723,273	582,785	603,285	942,174
Materials and Services	2,912,863	1,528,126	1,172,022	1,225,825	1,719,367
Subtotal Current Expenditures	4,737,323	3,251,399	1,754,807	1,829,110	2,661,541
Special Payments	895,152	488,016	255,815	254,455	-
Transfers	4,818,898	3,626,811	1,883,399	1,800,000	-
Contingency	-	-	150,000	-	1,605,503
Total Requirements	10,451,373	7,366,226	4,044,021	3,883,565	4,267,045
Revenue Less Expense	461,518	732,079	-	1,246,274	-



Current Operating Revenues vs. Expenditures

*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



Description of Fund

The Parks and Forestry 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 receipted into the fund along with proceeds from land sales.

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 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

Forestry FY 21-22 beginning fund balance is expected to be \$3.7 million. Other budgeted revenues include \$1 million from major timber sales, \$45,000 interfund transfer from the Department of Transportation and Development Office of Sustainability, and interest earnings of \$57,000.

Parks' total revenue for FY 21-22 includes a \$205,471 dedicated revenue from the Forestry program for capital improvements, a \$200,000 interfund transfer from the Stone Creek Golf Club for capital improvements, and \$215,882 transferred from the General Fund.

The County Parks Program has budgeted to receive local share funding from the 2019 Metro Parks and Nature Bond. The allocation 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 the 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 several 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 \$1,350,559.

Expenditure Summary

Forestry expenditures in FY 21-22 include \$518,872 in personnel services to provide for 2.86 full-time equivalent positions. Materials and services expenditures of \$1,047,388 will facilitate timber harvesting costs, provide for reforestation of newly harvested forest stands, and remove 20 tons of debris from approximately 50 illegal dumpsites. A

dedicated revenue of \$150,829 to the *County Parks Program* supports capital improvements at our County Park facilities. Finally, \$800,000 has been budgeted for the potential purchase of additional timberland.

Personnel expenditures are budgeted at \$1,231,184 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 \$1,078,328. Capital construction costs are \$883,647, 26% of the budget, and include restroom replacement, parking lot expansion and improvements, campground road improvement, and master planning for Barton Park.

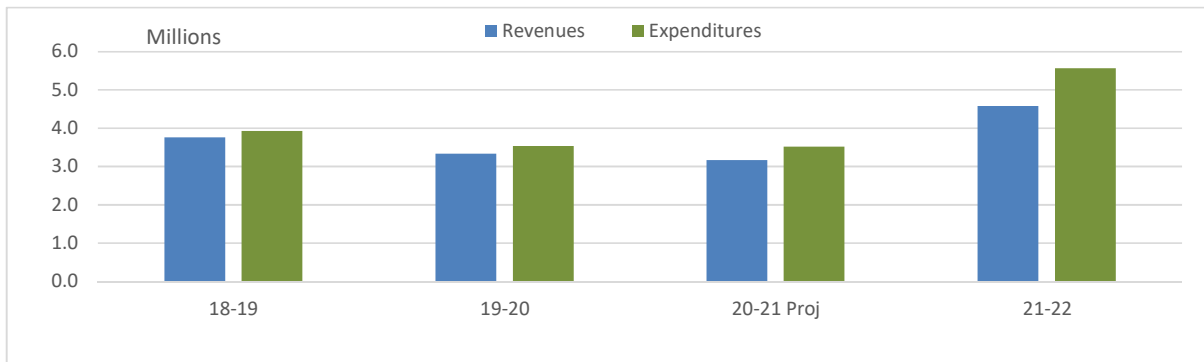
Significant Issues & Changes

- In 2020, the Forestry program was significantly impacted by the devastating wildfires. Approximately 400 acres of County Forest land was burned with several plantations being a total loss. Given the number of burnt trees on public and private forest lands countywide, prices for salvaged timber dropped, and logging prices have increased, so the program is limited on what it can salvage harvest economically.
- In 2021 the Forestry program will be updating the timber inventory, conducting select salvage logging, replanting, and preparing for the next scheduled timber harvest to continue providing timber for the local logging, mill, and wood products economies, and providing financial support to County Parks. The Dump Stoppers program continues to receive funding from partners which allows for the continued cleanup of illegal dumpsites.
- In 2020, the County Parks system was significantly impacted by COVID-19. The parks were closed for 10 weeks and as a result, canceled many reservations. When the Parks reopened, it was under modified operations with no day-use reservations or group events. In anticipation of declining revenues, Parks reduced seasonal staffing. Parks were a draw for people wanting to get outdoors and were therefore very busy, but overall revenue was still severely impacted.
- In 2021, the County Parks program implemented approved park fee increases. Parks staff plan to continue to leverage partnerships to accomplish maintenance and capital projects, including anticipated financial support through State Grants and Metro Bonds. Planned projects include repaving, repairing, and replacing aging facilities and equipment so Parks can continue to provide safe, healthy outdoor recreational experiences, and continue to be a draw for travel and tourism dollars into our communities.
- In FY 20-21, the Board of County Commissioners accepted the donation of the Wetten property and increased the County Parks program's annual General Fund support by \$5,000 to assist with the associated maintenance costs.



Parks & Forestry Fund (257)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	4,641,856	4,468,638	3,843,728	4,265,180	3,732,273
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	788,559	779,494	1,393,081	738,529	1,498,628
Charges, Fees, License, Permits, Fines, Assessments	937,157	775,735	1,041,957	752,058	1,350,559
Revenue from Bonds & Other Debts	1,308,701	1,285,276	565,000	380,700	1,009,900
All Other Revenue Resources	191,108	167,662	981,829	862,530	262,471
Other Interfund Transfers	533,122	328,683	411,711	218,489	245,000
General Fund Support	-	-	-	215,882	215,882
Subtotal Current Revenues	3,758,647	3,336,850	4,393,578	3,168,188	4,582,440
Total Resources	8,400,504	7,805,488	8,237,306	7,433,368	8,314,713
Requirements by Category					
Current Expenditures					
Personnel Services	1,542,017	1,611,818	1,728,146	1,591,475	1,750,056
Materials and Services	1,814,949	1,427,676	1,756,673	1,296,942	2,125,716
Capital Outlay	574,899	500,814	1,796,897	638,989	1,693,647
Subtotal Current Expenditures	3,931,866	3,540,308	5,281,716	3,527,406	5,569,419
Special Payments	-	-	2,000	-	2,000
Transfers	-	-	150,829	173,689	-
Reserve for Future Expenditures	-	-	2,442,190	-	2,369,773
Contingency	-	-	360,571	-	373,520
Total Requirements	3,931,867	3,540,308	8,237,306	3,701,095	8,314,713
Revenue Less Expense	4,468,637	4,265,180	-	3,732,273	-

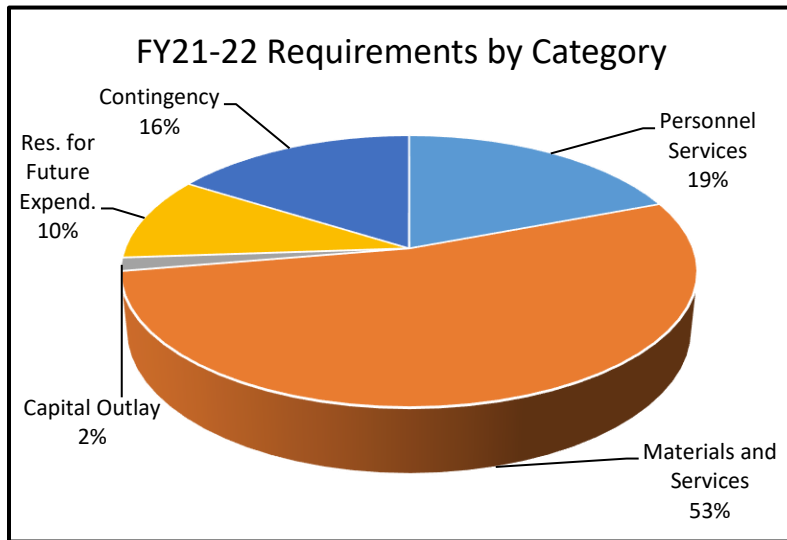
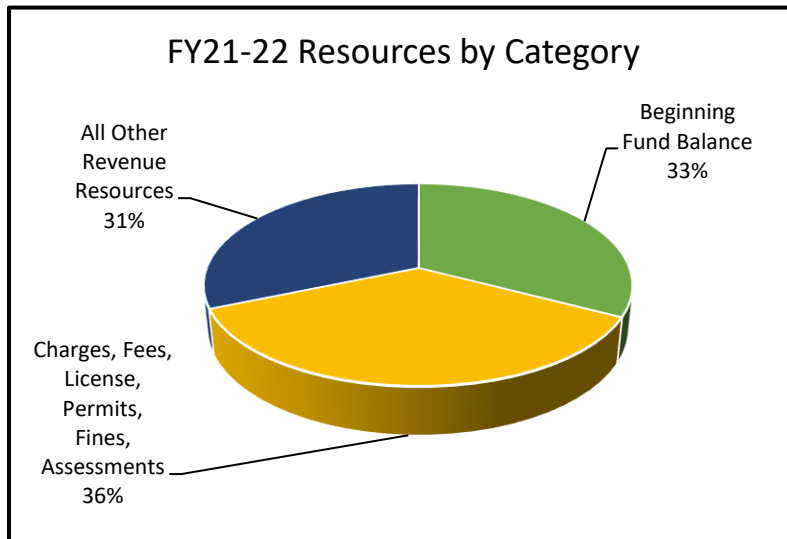


*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.

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Internal Services Fund



Funds Included In This Section:

Managing Department:

744	Facilities Management Fund	Facilities
747	Technology Services Fund	Technology Services
760	Self-Insurance Fund	Human Resources
761	Risk Management Claims Fund	Human Resources
770	Fleet Services Fund	Department of Transportation & Development



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
- Utility services including electricity, natural gas, water, sewer, trash disposal, recycling collection, and energy management
- Construction and remodeling services to County facilities and departments
- 24/7 Facilities availability and emergency response
- Declared Emergency support (Essential Personnel)

Revenue Summary

Revenue for ongoing 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 is estimated and billed to departments as performed. Approximately 10% of revenue comes from sources outside the cost allocation system.

Expenditure Summary

Materials and services, which account for 46% of total expenditures, consist of maintenance services, contracted services, supplies, and regulatory agency fees. Personnel services account for 41% of this year's expenditures. Utility costs have their revenue and expense accounts for better tracking and transparency. Utility costs account for 17% of the Facilities' budget.

FY21 Major Accomplishments

Facilities Management has handled a number of major improvement projects this past year including:

- Remodel of the lobby area of Assessment and Taxation Department at Development Services Building
- Remodel of the Emergency Operation Center (EOC) and relocated Disaster Management from CCOM to CUP Building.
- Silver Oak Building warehouse remodel to increase holding capacity of COVID-19 equipment and supplies

COVID-19 Response & Support

- In response to the COVID-19 pandemic, Facilities implemented new Warehouse and Logistics procedures to receive, store and distribute over 1 million pieces of PPE-Personal Protective Equipment for the County.
 - This assignment included working closely with our Emergency Operations Center, as well as some outside agencies, such as the Oregon National Guard, FEMA, OSHA, OHA, and other Counties.

- Facilities were quick to respond to the initial concerns around COVID-19 and have remained on the frontline as essential personnel to ensure that the County is meeting or exceeding all CDC and OSHA recommendations or requirements.
 - Specific areas include signage, contact tracing, access control, air filtration, workspace modification, occupancy, and additional cleaning services (touchpoint, decontamination, etc.).

Declared Emergency Response & Support

- September 2020 Wildland Fires
 - Successfully relocated CCOM twice due to the fires
 - Set up the (Multi-Agency) EOC-Emergency Operations Center for Wildland Fires at DSB
 - Assisted with set up of resource centers at Clackamas Town Center and Molalla
- February 2021 Ice Storm Event
 - Managed power outage, generators, and UPS's
 - Removed and mitigated tree hazards countywide
 - Ongoing recovery and replanting efforts

Strategic Energy Management (SEM)/Sustainability and Green initiatives

- Installation of the first 10 (EV) CHARGING STATIONS. *Reduce carbon footprint, support sustainable energy, and green initiatives.
- Installation of the first 12 water bottle filling stations/ drinking fountains in efforts to reduce plastic waste.

Purchase of Electric and Natural Gas Offsets

Implementation of a new asset management system

- By the end of the current fiscal year, Facilities will have implemented our new asset management system zLink. This new system provides us new tools that will allow us to more effectively communicate, track, and report on the status of Facilities service requests, work orders, and projects, while also helping us better manage our assets, space reservations, and energy usage.

Significant Issues & Changes

- The unforeseen cost associated with County Employees returning to work in the County buildings requests for additional cleaning and cleaning supplies, workspace reconfiguration, occupancy changes, etc.
- Inability to pay the cost of wages for non-allocated Construction and Maintenance employees to support other maintenance groups and County agencies (i.e.: HVAC roof repairs, Fairgrounds electrical, and tree hazard mitigation) in emergencies.
- Need for clearly defined service level agreements and IGA. Without clearly defined policies and procedures, it is difficult to support other group's maintenance requests.
- Opportunity for an established and funded Capital Reserve Program. Which may result in higher maintenance costs due to running current equipment beyond recommended manufacture guidelines and experience.

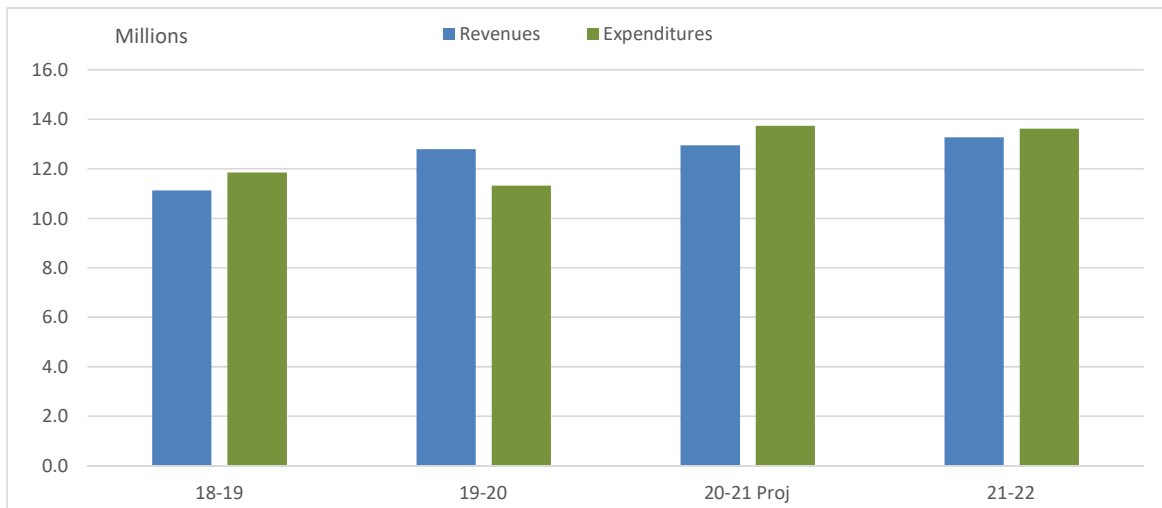
Facilities Management work in the new fiscal year includes:

- Phase 4 Construction of the CUP Conference Rooms, Installation of Restrooms and Two Sleeping Rooms
- Exterior Building Painting – Various buildings throughout the County
- Museum of Oregon Territory- MOOT Parking Lot Repave, Installation of Railings and Move ADA Parking Spaces
- Move Existing or Procure and Install a New Ham Radio Trailer for Emergency Operations
- Security Improvements for twenty-two (22) County Facilities to bring them up to Minimum Level 1 Security Requirements
- Continued installation of EV charging stations
- Installation of a Rooftop Fall Protection on various County buildings.
- Continue to support the design and preparation of the new Courthouse.
- Continued development and implementation of our Asset Management Software system for the Division.



Facilities Management Fund (744)

<i>Resources and Requirements by Fund</i>	2018-19	2019-20	2020-21	2020-21	2021-22
	Actual	Actual	Budget	Projected YE	Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	2,266,901	1,534,367	2,873,857	2,873,857	2,079,133
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	270,231	-	20,433	-
Charges, Fees, License, Permits, Fines, Assessments	8,832,995	10,223,541	10,520,747	10,459,547	10,573,558
All Other Revenue Resources	2,287,100	2,298,394	2,423,283	2,464,050	2,699,227
Subtotal Current Revenues	11,120,095	12,792,166	12,944,030	12,944,030	13,272,785
Total Resources	13,386,996	14,326,532	15,817,887	15,817,887	15,351,918
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	4,908,338	5,031,130	6,194,965	5,255,287	6,341,709
Materials and Services	6,323,559	6,070,416	6,653,688	6,891,472	7,007,133
Capital Outlay	620,732	213,359	1,969,234	1,591,994	275,500
Subtotal Current Expenditures	11,852,629	11,314,905	14,817,887	13,738,753	13,624,342
Transfers	-	-	1,000,000	-	-
Contingency	-	-	-	-	1,727,577
Total Requirements	11,852,629	11,314,906	15,817,887	13,738,754	15,351,918
Revenue Less Expense	1,534,367	3,011,626	-	2,079,133	-



Current Operating Revenues vs. Expenditures

*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



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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. In FY21-22, the 747 Technology services fund and 746 Telecomm Services funds (both divisions of Technology Services) were combined into one fund 747 as part of the Chart of Accounts reorganization. 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, document management, etc.
- Management and support of the enterprise telecommunications network, voice servers, voicemail, long-distance, call centers, unified communications, Voice over IP, business services, and Private Network E911
- 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.
- A 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. Cloud integration support and services.
- 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. Telecommuting support.
- 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 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
- Design, installation, maintenance, and management of the enterprise telecommunications network, voice servers, voicemail, long-distance, call centers, unified communications, Voice over IP, WiFi, session boarder controllers, business services, and Private Network E911
- Security systems such as access controls, fire and intrusion alarms, mass notification systems, and intercoms
- 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

Develop an efficient budget to support three data centers, 2,500+ accounts, 3,000+ computing devices, 500+ network devices, 850+ peripherals, 1,100+ mobile devices, 1,000+ cellphones, over 350 servers (including virtual), thousands of other devices, 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. The telecommunication Services program receives a majority of its revenue from charges to County departments and outside agencies for services rendered as well as charging for projects such as adding and moving telephone and data cabling, installation of security systems, and AV solutions. Telecomm is self-sustaining with rates 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.

Expenditure Summary

For FY21-22 the total Technology Services (Fund 747) Budget is \$18,716,937

- Maintenance, support and communication contracts including licensing for hardware and software products account for approximately 20.28% (\$3,795,221) of our budget
- Staffing requirements account for 49.29% (\$9,226,163)
- Capital hardware / software purchases including reserves are 10.34% (\$1,934,958)
- Telecomm service expenses amount to 5.09% (\$952,000)

FY20-21 completed a multi-year, multi-project infrastructure upgrade which accounts for the FY21-22 decrease in H/S spending and reserves – these will start to be built up again for future planned projects.

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. Maintained County emergency coverage for COVID with telecommuting enhancements, and maintaining services during fire and ice storm emergencies.
- Enhanced Technology Services catalog, continuing to align services with new Performance Clackamas structure.
- Updates to TS Allocation System to be more accurate & flexible, help departments to contain costs, held rates flat
- Continued expansion of capabilities and availability of online GIS ESRI applications including online services to other local agencies. Several critical systems to support vaccine deployment received national attention.
- Continued further development/upgrades to web applications, assist PGA in upgrade of Intranet to Drupal.
- Continue development of security and policies for numerous increasing threats; included implementation of new SPAM/web filter, enhanced security protocols, Multi-Factor authentication, and data encryption.
- Continued review of technology utilization and strategic planning to ensure alignment with County business requirements, enhanced review process to be more efficient, and assist departments in technology procurement.
- 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 Timekeeping.
- Implementation of the new network infrastructure core and much of the building networks.
- Design and beginning the rollout of Microsoft 365 Platform and cloud services starting with Teams and Sharepoint.
- Updated TS MFR Plan, support of Performance Clackamas / MFR process. Updated metrics in OpenGov.
- Continued upgrade to regional 911 (MAJCS) centers Computer Aided Dispatch (CAD) system & technical support.
- Upgraded storage & backup systems, including cloud, to enhance performance and capacity.
- Starting design on new TS Strategic Process that integrates with departmental plans and technical requirements.
- Begin into moving to hybrid Cloud / Premise architecture for both applications (SaaS) and services (PaaS).
- 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.
- Continue to upgrade the County Voice servers and services.
- Maintained and expanded VHS Radio Services.
- Begin the design and implementation of Alertus for Juvenile and DSB buildings. Establish security administer position.
- 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, upgraded storage array.
- Continued to provide Underground Utility Locates as an added service to County departments
- Assisted in the technical design and requirements for the new Courthouse.
- Begin working with departments on an enhanced offering of new phone services and unified communications to meet the new service / mobile / integration communication requirements of the County.
- Overall added additional services, vendor support, security, and other support while reducing budget and staff.

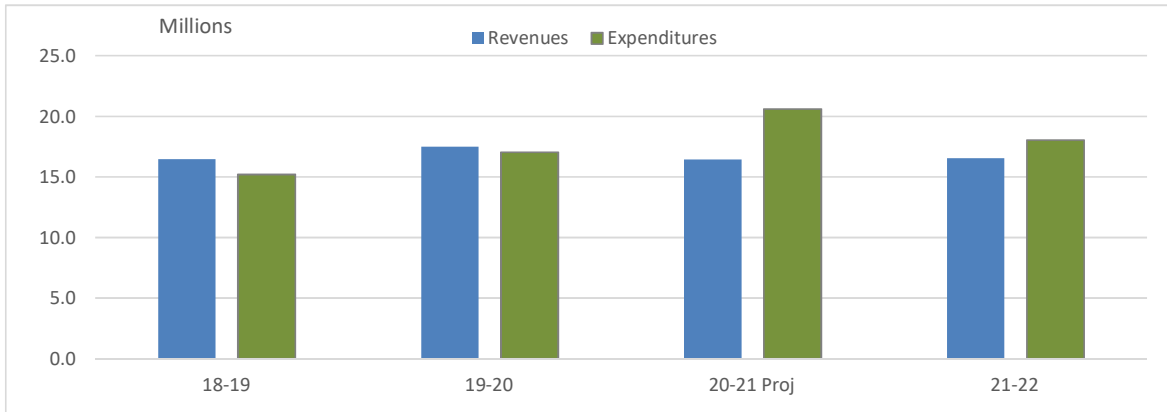
Goals for Next Fiscal Year

- 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, audiovisual, 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.
- Complete the rollout of Multi-Factor Authentication, new SPAM filter, and other security enhancements.
- Complete the deployment of Office 365 / Microsoft Azure / Sharepoint and other new services to provide additional mobile / remote functionality. Help provide training and support for the utilization of new services.
- Implement phase 2 of the Enterprise Network Redesign to wrap up equipment install, encryption of connections, and migration to new system. Complete related upgrade to WiFi system. Obtain CJIS Auditor approval.
- 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.
- Implement new TS Strategic Business Process and communication/integration with departments. Align the requirements with the TS Budget development process / MFR results.
- Expand utilization and support of Drupal to enhance the County Internet & Intranet sites and services.
- Complete the ERP upgrades including new chart of accounts, new Timekeeping system, upgraded AR/AP, support of new Benefits and EPA Program, enhanced reporting capabilities, and new self-service utilities.
- Enhance the Call Center for faster service response, more training, and active monitoring and E-Procurement options.
- Continue to 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 Virtual Server Farms to utilize new VM-Sphere capabilities and reliability.
- Complete 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.
- Complete Alertus install to Juvenile and DSB, begin to install into PSB. Hire and train a new Security Administrator.
- Assist in the technical direction of Red Soils Master Plan to include the new Courthouse RFP, TS & H3S moves.
- Complete CBX business plan and develop partnerships with ISPs, complete Denver COOP internet connection, any Federal & State funding opportunities, and continued dark fiber expansion.
- As required, design and implement new telecommuting options and resources for County.
- Assist in the design & deployment of new County Telecommuting solutions, coordinate with department requirements
- Upgrade operating systems in remaining County voice servers.
- Complete addition of geographically separate SIP Voice controller and Session Border controller.
- Upgrade Call Center servers and services to meet new requirements of departments.
- Ramp up the rollout of Unified Communication Services and SIP phones. Implement Voice Mail Unified messaging integration with Exchange.
- Expand CCTV services including additional cameras, high definition options, replacement of older analog devices, and upgrade of CCTV video cameras where required. Integrate with enhanced County security systems – Phase 1.
- Continue to coordinate with telecom vendors to reduce costs, enhance and expand services to the County
- Develop a mobile device tracking system that allows County to enhance the safety of mobile staff while protecting privacy
- Continue to coordinate with County Departments on efficient utilization of Communication Services, expansion of service options & capabilities, and reduction in costs when possible



Technology Services Fund (747)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	5,339,111	6,614,558	7,220,280	7,072,116	2,166,939
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	89,000	185,549	35,000	3,200	35,000
Charges, Fees, License, Permits, Fines, Assessments	16,072,296	17,143,185	16,214,964	16,314,580	16,431,999
Revenue from Bonds & Other Debts	-	2,363	-	2,880	-
All Other Revenue Resources	269,024	166,230	83,000	128,409	83,000
Other Interfund Transfers	35,000	-	-	-	-
Subtotal Current Revenues	16,465,320	17,497,327	16,332,964	16,449,069	16,549,999
Total Resources	21,804,432	24,111,885	23,553,244	23,521,185	18,716,938
Requirements by Category					
Current Expenditures					
Personnel Services	8,719,527	8,817,690	9,157,767	9,649,818	9,232,650
Materials and Services	5,986,468	6,133,001	9,403,733	8,165,657	7,662,329
Capital Outlay	483,879	2,089,073	3,640,164	2,794,149	1,145,000
Subtotal Current Expenditures	15,189,874	17,039,764	22,201,664	20,609,624	18,039,979
Transfers	-	-	744,622	744,622	-
Reserve for Future Expenditures	-	-	306,958	-	376,958
Contingency	-	-	300,000	-	300,000
Total Requirements	15,189,874	17,039,764	23,553,244	21,354,246	18,716,938
Revenue Less Expense	6,614,558	7,072,121	-	2,166,939	-



Current Operating Revenues vs. Expenditures

*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



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 to exceed the revenue received.

Significant Issues & Changes

Self-insured medical and dental plans saw an initial drop in claims at the tail end of last FY due to the unavailability of non-emergent treatment resulting from COVID-19 pandemic closures. Care across all treatment levels has resumed; however, some hesitancy has remained in our covered population, based on lower routine and preventive care utilization compared to prior years.

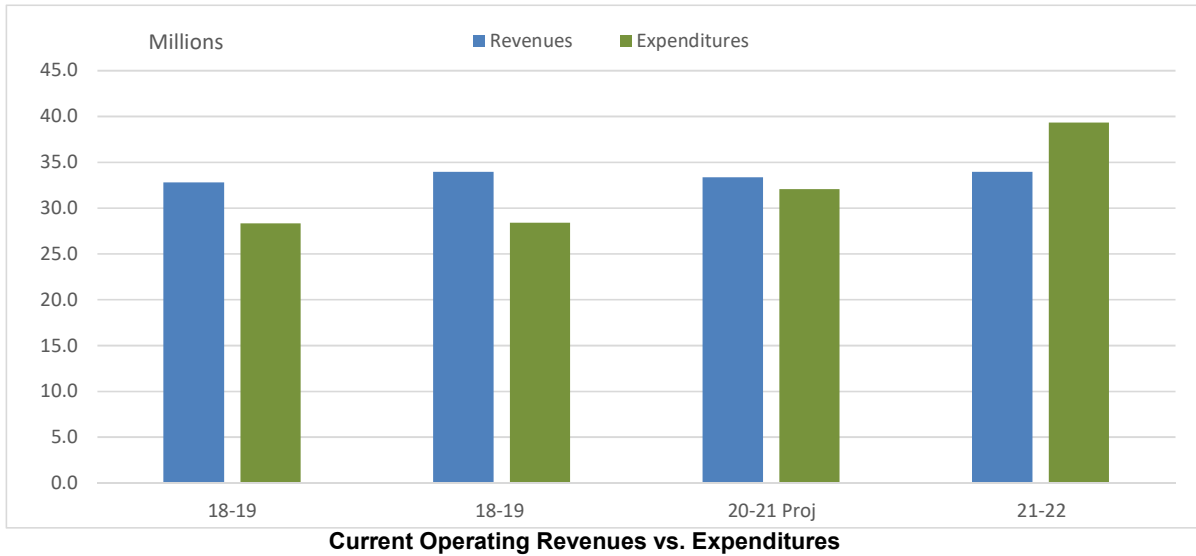
The long-term cost impacts from COVID-19-related illnesses and ongoing health impacts are still unknown. For the 2022 plan year renewals, both the medical and dental plans include a COVID-19 cost adjustment to capture additional pandemic-related compliance and care delivery costs that were not factored into prior rates, as well as to anticipate pent-up demand based on lower utilization. In addition, reduced preventive care signals potential claims expense increases resulting from missed early diagnoses of disease that is more costly to treat as a disease progresses. Factored together, we are anticipating renewal rates in the 5% range, with potential for modest plan design changes.

The implementation of our benefits service delivery strategy will begin in September 2021 and is anticipated to continue into the next fiscal year. This initiative is focused on enhanced customer service, plan sponsor best practices, compliance and controls, and improved access to and visualization of program data.



Self-Insurance Fund (760)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	7,742,662	12,245,898	16,961,658	17,774,793	19,077,370
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	2,563	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	3,619,478	3,698,542	1,913,343	1,974,550	1,986,955
All Other Revenue Resources	29,207,218	30,259,815	30,140,766	31,395,338	31,950,758
Subtotal Current Revenues	32,826,696	33,960,920	32,054,109	33,369,888	33,937,713
Total Resources	40,569,358	46,206,817	49,015,767	51,144,681	53,015,083
Requirements by Category					
Current Expenditures					
Personnel Services	1,584,032	1,557,973	1,687,370	1,613,584	1,767,084
Materials and Services	26,739,428	26,874,051	35,959,270	30,453,727	37,563,001
Subtotal Current Expenditures	28,323,460	28,432,024	37,646,640	32,067,311	39,330,085
Reserve for Future Expenditures	-	-	2,434,552	-	2,476,652
Contingency	-	-	8,934,575	-	11,208,346
Total Requirements	28,323,460	28,432,024	49,015,767	32,067,312	53,015,083
Revenue Less Expense	12,245,898	17,774,793	-	19,077,369	-



*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



Description of Fund

The Risk Management Claims Fund (“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 funding balance is an actuarially determined 75th percentile confidence level for each functional area.

Revenue Summary

The 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 small 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, settlements for bodily injury, property loss, etc.), workers’ compensation claims (payment of wage continuation, 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 overhead.

Significant Issues & Changes

Claims payments and program costs remained relatively steady throughout FY21, although workers’ compensation costs have risen. Medical costs and settlement amounts continue to rise locally and nationally, which in turn increases our costs, even with the same or a similar amount of losses as prior years. Our reserves for the Fund are actuarially sound, continuing to be above the 75th percentile confidence level.

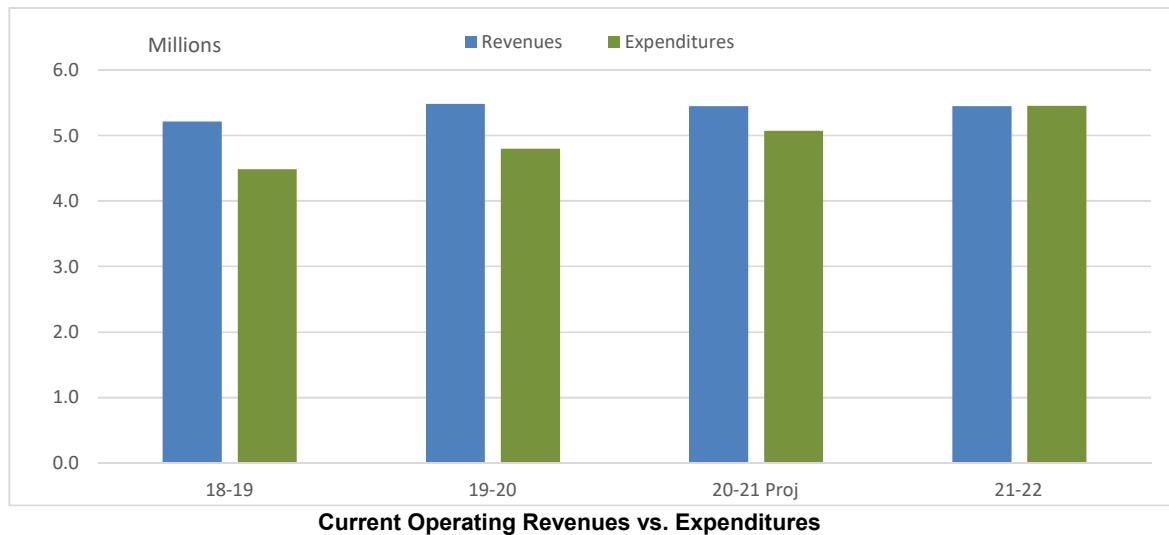
Due to the Covid-19 pandemic, unemployment claims increased dramatically this past year, rising over 370% from the prior year. This put a huge strain on the processor of these claims and a large additional cost to impacted County departments, some of which won’t be accounted for until FY22, due to delays from the State of Oregon.

The Covid-19 pandemic has brought uncertainty to the world’s risk and insurance markets. The immediate impact of this has been increasing in liability and workers’ compensation premiums, which will be felt this upcoming year. If the uncertainty continues, this will result in the total cost of risk increasing for Clackamas County in the years to come.



Risk Management Claims Fund (761)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	11,958,874	12,683,491	13,111,059	13,369,285	12,745,361
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	12,328	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	4,863,700	5,141,952	5,020,696	5,105,000	5,105,000
All Other Revenue Resources	346,312	328,005	175,000	342,474	343,443
Subtotal Current Revenues	5,210,012	5,482,285	5,195,696	5,447,474	5,448,443
Total Resources	17,168,886	18,165,776	18,306,755	18,816,759	18,193,804
Requirements by Category					
Current Expenditures					
Personnel Services	957,189	1,124,624	1,449,212	1,436,061	1,486,264
Materials and Services	3,528,206	3,671,866	3,932,101	3,635,337	3,964,950
Subtotal Current Expenditures	4,485,395	4,796,490	5,381,313	5,071,398	5,451,214
Transfers	-	-	1,000,000	1,000,000	-
Reserve for Future Expenditures	-	-	3,121,306	-	8,360,000
Contingency	-	-	8,804,136	-	4,382,590
Total Requirements	4,485,395	4,796,490	18,306,755	6,071,398	18,193,804
Revenue Less Expense	12,683,491	13,369,286	-	12,745,361	-



*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.

Description of Fund

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 FY03-04, the fund has received significant additional revenue in the form of interfund 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 FY19-20 the Sheriff will no longer perform an interfund 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.

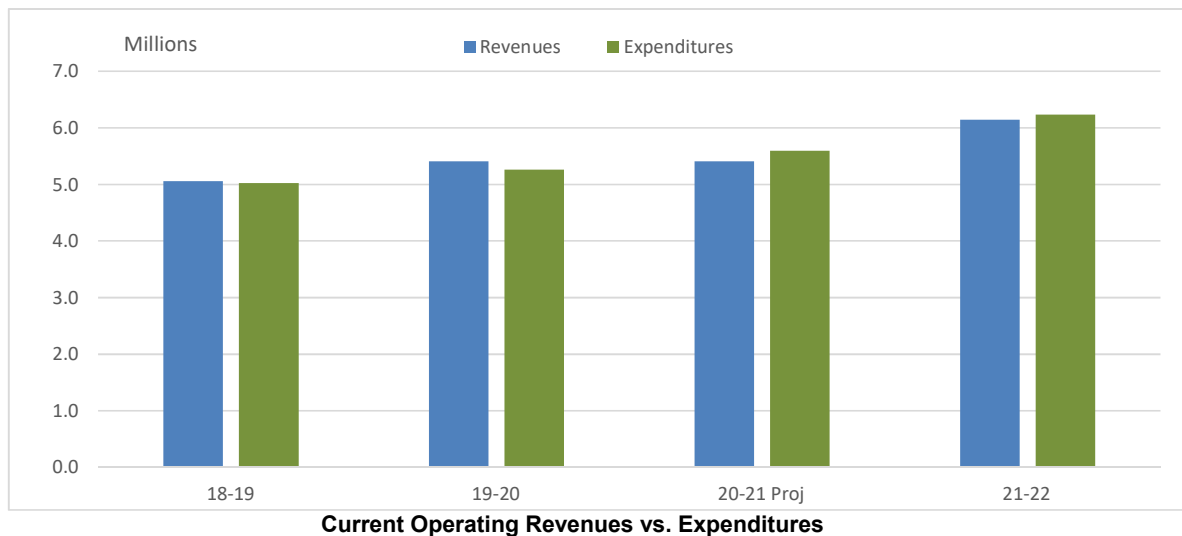
Significant Issues & Changes

Beginning in FY20-21 the Fleet Services Program will be merged back into two programs; Fleet Management and Vehicle & Equipment Maintenance & Repair.



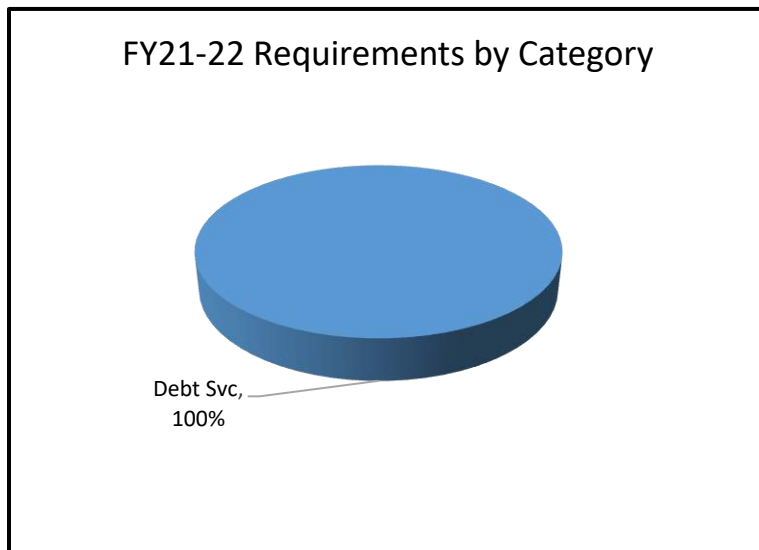
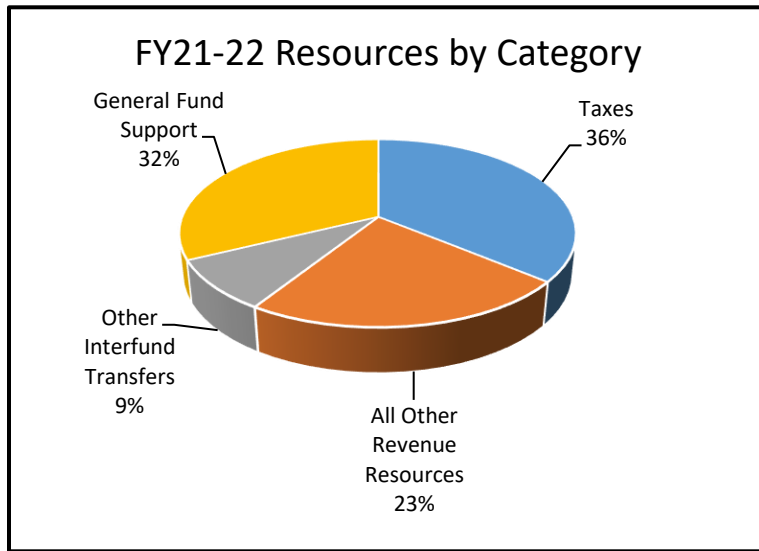
Fleet Services Fund (770)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	444,015	482,362	399,102	626,178	436,178
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	82,668	-	2,929	-
Charges, Fees, License, Permits, Fines, Assessments	3,690,369	5,277,801	5,495,812	5,382,500	6,125,989
Revenue from Bonds & Other Debts	8,557	7,965	25,000	20,000	20,000
All Other Revenue Resources	31,231	36,761	55,700	1,500	1,500
Other Interfund Transfers	1,328,429	-	44,000	-	-
Subtotal Current Revenues	5,058,586	5,405,195	5,620,512	5,406,929	6,147,489
Total Resources	5,502,601	5,887,558	6,019,614	6,033,107	6,583,667
Requirements by Category					
Current Expenditures					
Personnel Services	905,721	2,322,351	2,532,571	2,492,867	2,663,451
Materials & Services	3,045,805	2,939,028	2,923,236	2,849,062	3,217,541
Capital Outlay	1,068,712	-	467,000	255,000	350,000
Subtotal Current Expenditures	5,020,238	5,261,379	5,922,807	5,596,929	6,230,992
Contingency	-	-	96,807	-	352,674
Total Requirements	5,020,238	5,261,379	6,019,614	5,596,929	6,583,667
Revenue Less Expense	482,363	626,179	-	436,178	-



Debt

Service Fund



Funds Included In This Section:

Managing Department:

320 Clackamas County Debt Service
321 Clackamas County Debt Service - General Obligation

Miscellaneous and Pass Through
Miscellaneous and Pass Through



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 debt 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.

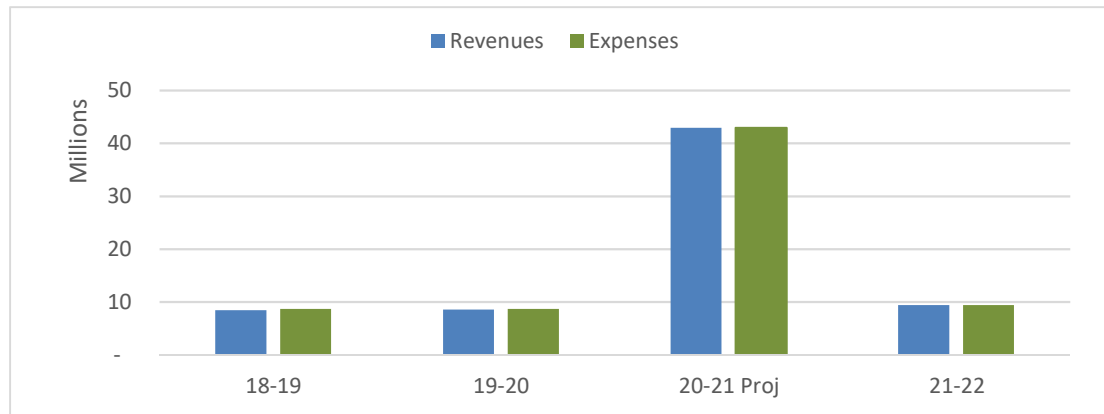
Significant Issues & Changes

None.



Clackamas County Debt Service Fund (320)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	430,717	161,837	-	3,781	-
Current Revenues					
Revenue from Bonds & Other Debts	-	-	-	33,260,776	-
All Other Revenue Resources	3,151,157	3,209,700	3,295,203	3,329,603	3,384,033
Other Interfund Transfers	5,286,264	5,339,305	7,181,332	6,339,404	1,280,408
General Fund Support	-	-	-	-	4,744,699
Subtotal Current Revenues	8,437,421	8,549,005	10,476,535	42,929,783	9,409,140
Total Resources	8,868,137	8,710,841	10,476,535	42,933,564	9,409,140
Requirements by Category					
Debt Service	8,706,302	8,707,060	10,476,535	42,933,564	9,409,140
Total Requirements	8,706,302	8,707,060	10,476,535	42,933,564	9,409,140



Current Operating Revenues & Expenditures

*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



Description of Fund

The Clackamas County Debt Service Fund – General Obligation was created to account for property tax revenue and principal and interest payments of the 2016 General Obligation debt. The 2016 General Obligation debt issuance was approved by voters on May 17, 2016, to replace an obsolete first responders emergency radio communications system, expanding coverage, and provide reinforcement for disasters.

Revenue Summary

Revenue to satisfy the debt comes 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

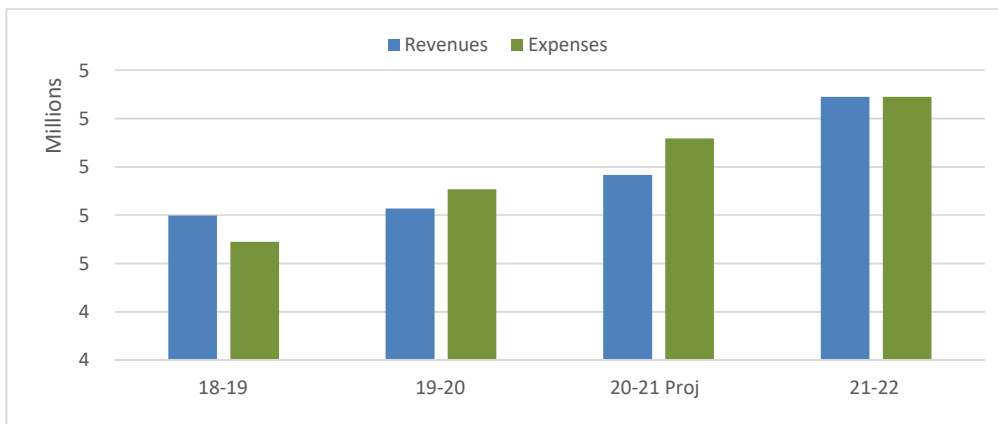
Bonds were issued on December 1, 2016, for \$59.6 million and will mature June 1, 2031 (15 year maturity).



Clackamas County Debt Service - GO

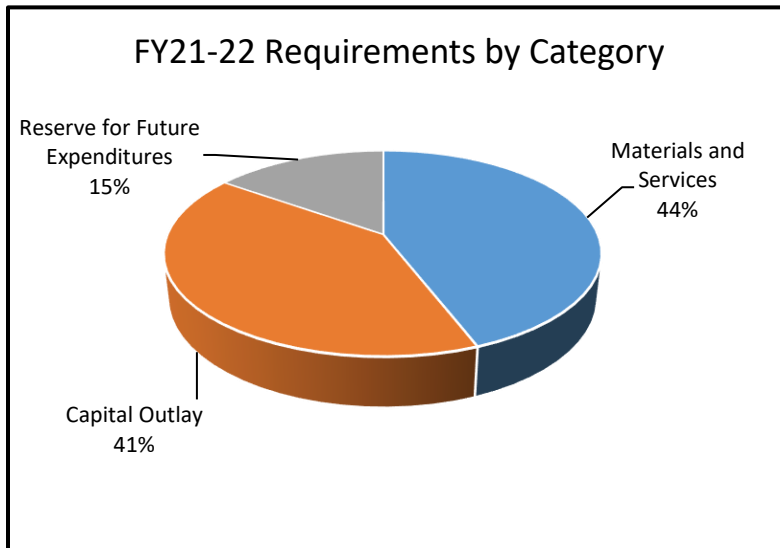
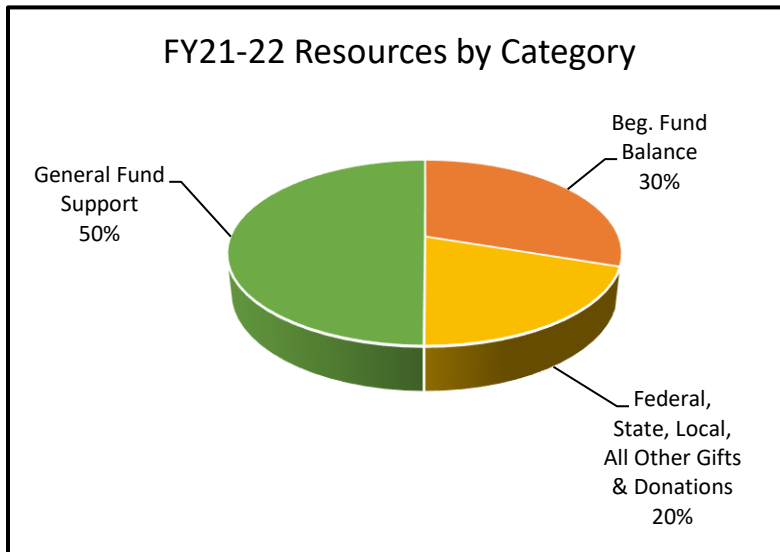
<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	121,352	229,672	57,988	150,212	-
Current Revenues					
Taxes	4,786,887	4,824,641	5,056,087	4,958,977	5,289,580
Federal, State, Local, All Other Gifts & Donations	5,608	592	-	3,886	-
All Other Revenue Resources	5,981	2,633	3,000	4,000	-
Subtotal Current Revenues	4,798,476	4,827,866	5,059,087	4,966,863	5,289,580
Total Resources	4,919,827	5,057,537	5,117,075	5,117,075	5,289,580
Requirements by Category					
Debt Service	4,690,155	4,907,325	5,117,075	5,117,075	5,289,580
Total Requirements	4,690,155	4,907,325	5,117,075	5,117,075	5,289,580

Revenue Less Expense 229,672 150,212 - - -



Current Operating Revenues & Expenditures

Capital Projects Fund



Funds Included In This Section:

420 Capital Projects

Managing Department:

General Fund - Finance



Description of Fund

The Capital Projects Fund was 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. Also shown in FY21-22 is \$5.3 million for the Courthouse project; 50% revenue from the State of Oregon, and 50% from General Fund Support.

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, Central Utility Plant Building (CUP), and roof top HVAC unit replacements.

Significant Issues & Changes

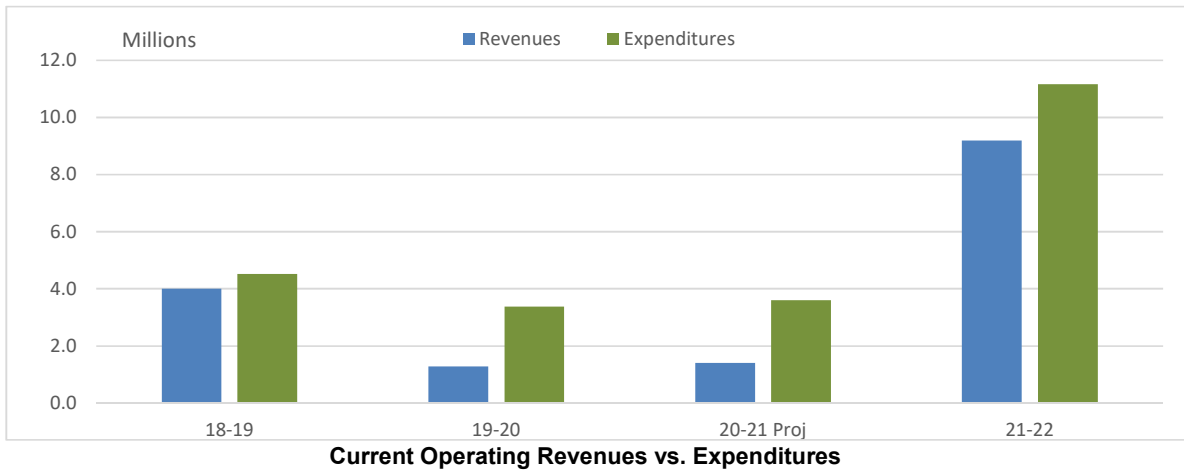
This fund will be for new construction/replacement capital projects. Capital outlay and maintenance for the County will be detailed in the Finance Facilities' budget.

Fee for Services stopped in FY19-20. This line item represented the bonded debt for the OSU Extension and 4-H project new construction. The project has been placed on hold as of May 2020 due to increased construction costs.

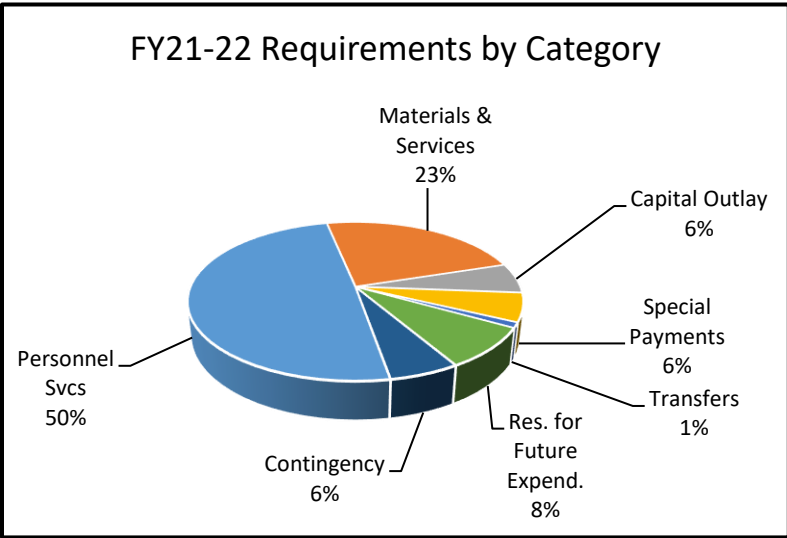
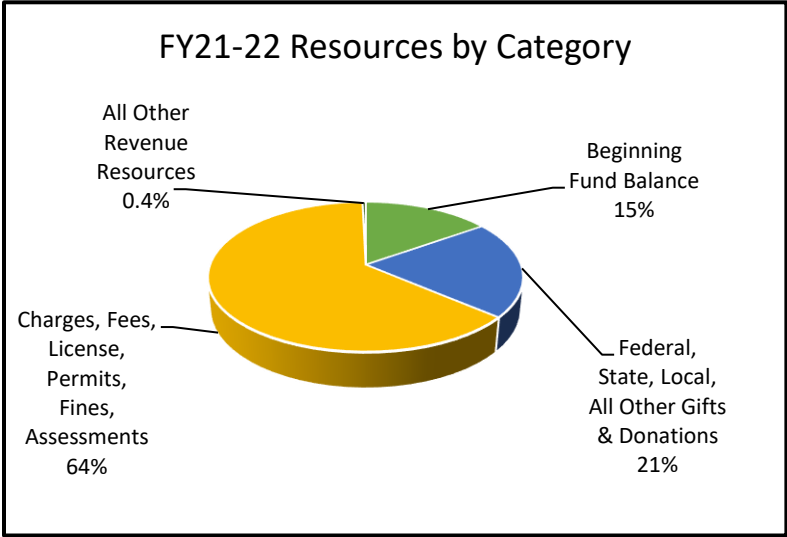


Capital Projects Fund (420)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	8,758,576	8,244,817	5,390,081	6,152,525	3,966,507
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	964,890	650,000	670,992	2,627,500
Charges, Fees, License, Permits, Fines, Assessments	336,598	226,195	-	-	-
All Other Revenue Resources	669,612	92,997	-	95,000	-
Other Interfund Transfers	3,000,000	-	650,000	650,000	-
General Fund Support	-	-	-	-	6,574,282
Subtotal Current Revenues	4,006,210	1,284,082	1,300,000	1,415,992	9,201,782
Total Resources	12,764,786	9,528,899	6,690,081	7,568,517	13,168,289
Requirements by Category					
Current Expenditures					
Materials and Services	1,672,582	1,198,180	1,434,095	2,403,300	5,810,553
Capital Outlay	2,847,386	2,178,195	5,125,986	1,198,710	5,357,736
Subtotal Current Expenditures	4,519,968	3,376,375	6,560,081	3,602,010	11,168,289
Transfers	-	-	130,000	-	-
Reserve for Future Expenditures	-	-	-	-	2,000,000
Total Requirements	4,519,969	3,376,375	6,690,081	3,602,010	13,168,289
Revenue Less Expense	8,244,817	6,152,524	-	3,966,507	-



Enterprise Fund



Funds Included In This Section:

Managing Department:

601 Stone Creek Golf Course Fund
602 Clackamas Broadband Utility
605 911 Center Fund

Business & Community Services (BCS)
Technology Services
C-COM 911



Description of Fund

The Stone Creek Golf Course Fund was established to deposit and disburse funds from the daily operations of the golf course. The 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 \$2.80 million in FY21-22.

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 \$2.58 million. Operating equipment and land and building improvements for the golf course are budgeted at \$50,000.

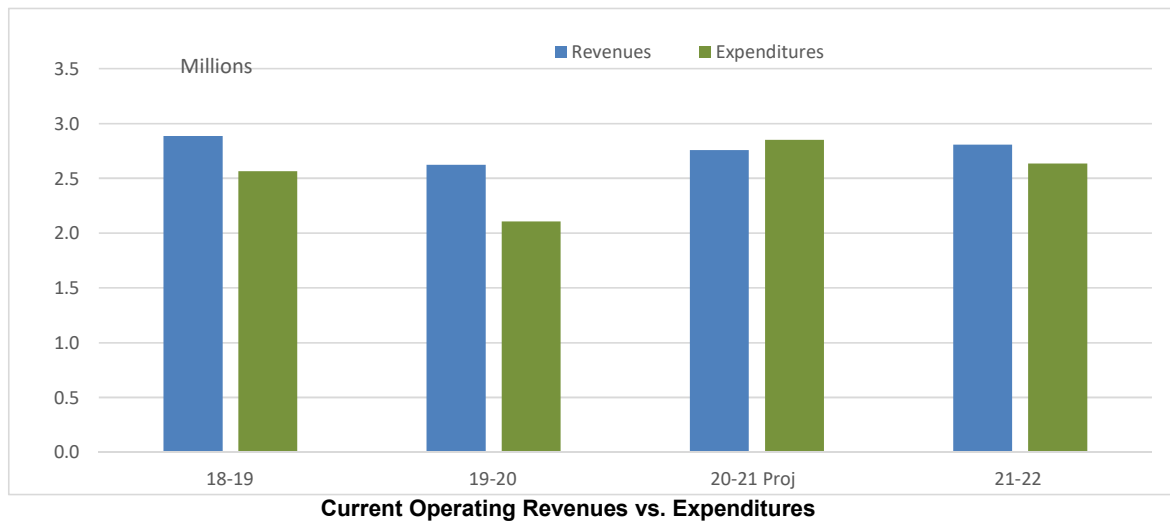
Significant Issues & Changes

- BCS has worked 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. Upcoming major capital asset replacement and repair projects include a pond restoration project tentatively scheduled for fall 2021 and the replacement of the golf course irrigation system which is nearing its end of life and cannot be deferred. The estimated cost for the irrigation replacement is in excess of \$1,000,000.
- After an initial closure in spring 2020 due to COVID-19, Stone Creek re-opened and has continued to see consistent revenue due in part to the desire for outdoor and socially distanced activities. During the February 2021 ice storm, the golf club endured significant losses to the driving range poles and nets resulting in temporarily reduced driving range services; however, those services will resume when the poles and nets are replaced later this year.



Stone Creek Golf Course Fund (601)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	861,352	931,984	1,001,907	1,349,214	1,253,558
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	-	150,000	100,000	-
Charges, Fees, License, Permits, Fines, Assessments	2,872,482	2,609,509	2,850,000	2,650,000	2,800,000
All Other Revenue Resources	12,643	12,284	12,000	5,500	5,000
Subtotal Current Revenues	2,885,125	2,621,793	3,012,000	2,755,500	2,805,000
Total Resources	3,746,477	3,553,777	4,013,907	4,104,714	4,058,558
Requirements by Category					
Current Expenditures					
Materials and Services	2,395,463	2,083,814	2,505,956	2,344,156	2,582,999
Capital Outlay	169,031	20,749	608,000	507,000	50,000
Subtotal Current Expenditures	2,564,494	2,104,563	3,113,956	2,851,156	2,632,999
Special Payments	-	-	1,000	-	1,000
Transfers	250,000	100,000	-	-	200,000
Reserve for Future Expenditures	-	-	590,840	-	836,540
Contingency	-	-	308,111	-	388,019
Total Requirements	2,814,493	2,204,563	4,013,907	2,851,156	4,058,558
Revenue Less Expense	931,984	1,349,214	-	1,253,558	-



*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



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.
- Where possible, development of partnerships with local Internet Service Providers (ISPs) to expand internet services to under/un-served areas of 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. CBX is also aggressively pursuing any qualified funding from State & Federal sources such as recovery or infrastructure funds.

Expenditure Summary

For FY21-22 the total initial CBX budget is \$2,625,434 (continued growth is expected as new reimbursed construction projects are added) with expenditures planned for the fiscal year including staffing for the project manager, network engineer, and 2 fiber technicians (\$772,282 / 29.41%) and fiber plant maintenance/repairs/relocations (\$212,000 / 8.1%). Initial estimated construction (\$1,063,896 / 40.52%). 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.
- Continued to develop partnerships with several local Telecommunication Companies.
- Evaluation of additional potential service opportunities utilizing the fiber by both CBX and other County agencies.
- Development and approval of Business Plan to include continued operations as fiber wholesaler and expansion of internet services via partnership with local ISPs.
- Kiwanis Proof of Concept project for ISP partnership with Sandy Net continued expansion of pilot.
- Additional expanded fiber plant to agencies in adjacent Counties (Washington and Multnomah).
- Independent fiber runs to the Denver Internet hub as a backup to the potential loss of Portland Internet connection.

Goals for Next Fiscal Year

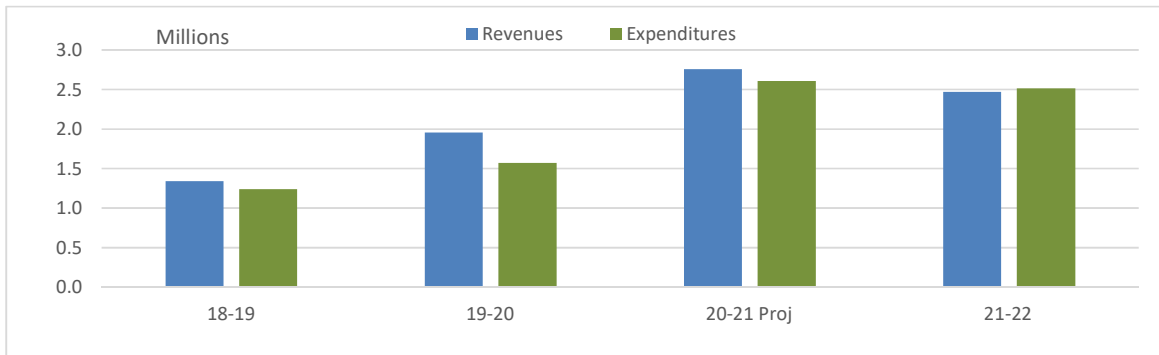
- Continue Marketing Program utilizing services of PGA and other sources to expand outreach.
- Under direction from County Administration and Board of Commissioners, implement the approved Business Plan to include the creation of partnerships with local ISPs and identification of proposed under-served areas to expand Internet services provided by the partner ISPs.
- 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.
- Provide services via the 3rd route to an Internet Point-of-Presence in Denver, Colorado 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.
- Continue to connect additional school districts, businesses, local telecoms, and agencies to the CBX network.
- Coordinate with broadband transport vendors to provide additional services.
- Expand use of DWDM equipment to maximize utilization of the fiber optic plant.
- Aggressively pursue additional sources of revenue such as Federal & State grants/programs like NTIA, ARPA, and other recovery programs. Utilize consultant to assist in the application for such funds to expand the fiber infrastructure and partnerships with ISPs to service under-served areas.
- Under guidance from County Administration, investigate potential revenue sources and programs to develop internet subsidy options to help keep ISP services affordable.



Clackamas Broadband Utility Fund (602)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	313,589	368,050	761,786	721,496	156,434
Current Revenues					
Charges, Fees, License, Permits, Fines, Assessments	1,299,627	1,915,663	2,100,000	2,037,792	2,425,000
All Other Revenue Resources	40,471	41,639	39,200	43,000	44,000
Subtotal Current Revenues	1,340,098	1,957,302	2,139,200	2,080,792	2,469,000
Total Resources	1,653,687	2,325,352	2,900,986	2,802,288	2,625,434
Requirements by Category					
Current Expenditures					
Personnel Services	353,302	389,456	613,794	609,220	772,282
Materials and Services	360,619	488,386	810,429	782,074	677,170
Capital Outlay	527,136	694,435	1,337,763	1,215,560	1,063,896
Subtotal Current Expenditures	1,241,057	1,572,277	2,761,986	2,606,854	2,513,348
Special Payments	44,581	31,577	39,000	39,000	40,000
Contingency	-	-	100,000	-	72,086
Total Requirements	1,285,638	1,603,855	2,900,986	2,645,854	2,625,434

Revenue Less Expense	368,049	721,497	-	156,434	-
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Current Operating Revenues vs. Expenditures

*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.

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Clackamas 911 Fund (605)

Overview

Description of Fund

The Clackamas 911 Fund accounts for the operation of the Clackamas 911 Services 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 53% of revenue. The State 9-1-1 fund provides 26% 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 2021-22 fiscal year from the County General Fund.

Expenditure Summary

Personnel Services account for 73% of total expenditures and support 55.75 FTE including dispatch, technical, training, and administrative support personnel.

Materials and Services account for 14% of expenditures and Cost Allocation for County services is 4%.

C-COM's budget reflects \$595,000 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

On the revenue side, the 911 tax increased twice by 25 cents in both January 2020 and January 2021 for its first increase in over 30 years. This has increased the state support of 911 services from about 18% annually to 26%.

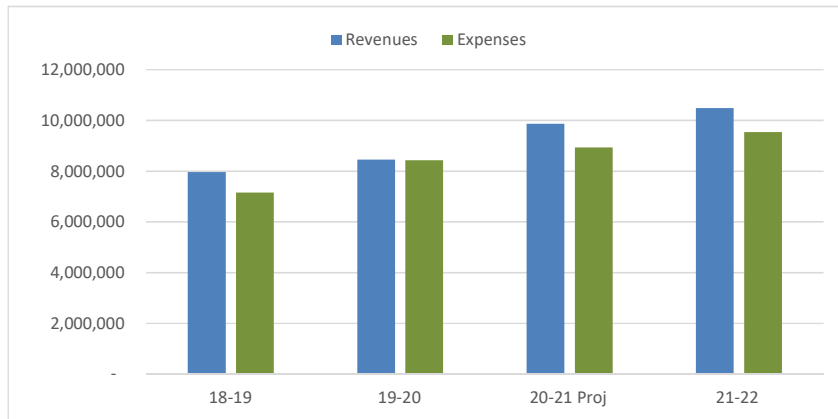
This past year, the C-COM budget was significantly affected by three disaster events (COVID, Wildfire & Ice Storm). The overtime expended for these events has not yet been reimbursed fully which resulted in unanticipated shortages. This decreased our fund balance, going into this coming fiscal year, and resulted in a desire to place additional funds in Contingency to prepare for a similar possibility into the future.

The C-COM Member Board approved the addition of 2 operational positions for the 21-22 budget year. This results in an overall 2.79% increase in user fees (which was offset with the increase in the 911 tax mentioned earlier).



911 Center Fund (605)

<i>Resources and Requirements by Fund</i>	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
Resources by Category					
Beginning Fund Balance	1,620,732	1,737,546	2,050,388	1,473,385	1,429,401
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	2,234,871	2,151,293	3,556,623	3,451,586	3,892,895
Charges, Fees, License, Permits, Fines, Assessments	5,688,689	6,266,834	6,395,002	6,395,066	6,573,488
All Other Revenue Resources	41,444	34,808	24,764	28,700	24,700
Subtotal Current Revenues	7,965,004	8,452,935	9,976,389	9,875,352	10,491,083
Total Resources	9,585,736	10,190,481	12,026,777	11,348,737	11,920,484
Requirements by Category					
Current Expenditures					
Personnel Services	6,465,439	7,318,725	8,275,490	7,950,622	8,435,633
Materials and Services	685,347	867,385	1,211,321	972,590	1,092,692
Capital Outlay	5,689	245,384	20,000	7,500	20,000
Subtotal Current Expenditures	7,156,475	8,431,494	9,506,811	8,930,712	9,548,325
Special Payments	691,716	285,602	1,086,722	988,625	1,045,000
Reserve for Future Expenditures	-	-	1,388,836	-	717,825
Contingency	-	-	44,408	-	609,334
Total Requirements	7,848,191	8,717,096	12,026,777	9,919,337	11,920,484
Revenue Less Expense	1,737,545	1,473,385	-	1,429,400	-



Current Operating Revenues vs. Expenditures

*FY21-22 presentation changes are the result of the new county-wide chart of accounts implementation.



Closed Funds

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected YE	2021-22 Adopted
<u>Requirements by Category</u>					
Happy Valley Joint TSDC Fund	188,401	-	-	-	-
Community Solutions for Clack Co Fund	657,665	-	-	-	-
Employer Contribution Reserve Fund	2,712,044	2,754,241	-	-	-
LID Construction Fund	27,856	27,937	-	-	-
Damascus Successor Agency Fund	3,752,140	-	-	-	-

FY21-22 FTE by Fund

Active Funds	Fund Name	FY18-19 Actual FTE	FY19-20 Actual FTE	FY20-21 Projected YE	FY21-22 Adopted FTE
100	General Fund	357.7	360.8	363.5	1080.7
205	County Fair Fund	39.0	38.5	38.3	46.3
206	Sheriff's Operating Levy Fund	-	-	-	59.3
208	Lottery Fund	9.7	11.2	10.7	10.8
211	Law Library Fund	2.4	2.4	2.4	2.4
212	Library Network	18.0	23.0	22.0	22.0
215	Road Fund	168.7	160.5	163.4	164.8
218	Property Resources Fund	1.4	1.4	1.2	1.2
224	Public Land Cor Pres Fund	4.0	4.0	4.0	4.4
240	Health Housing & Human Services Fund	9.0	9.0	9.0	437.7
253	Clackamas Health Centers Fund	240.4	249.9	247.3	241.7
255	Transient Lodging Tax Fund	15.0	15.0	4.0	6.5
257	Parks & Forestry Fund	3.3	3.3	2.9	8.5
602	Clackamas Broadband Utility Fund	2.0	2.0	5.0	5.0
605	911 Center Fund	-	-	-	55.8
744	Facilities Management Fund	51.0	51.0	51.0	51.0
747	Technology Service Fund	47.5	48.0	45.0	50.0
760	Self-Insurance Fund	11.25	11.25	11.25	11.3
761	Casualty Fund	8.75	8.75	8.75	8.8
770	Fleet Services Fund	11	24	22	22.0
Subtotal		1,000.1	1,024.0	1,011.6	2,290.1
Closed Funds					
207	Resolution Services Fund	10.6	9.9	9.1	-
209	Disaster Management Fund	11	11	11.8	-
213	Parks Fund	5.6	5.6	5.7	-
214	Planning Fund	20.9	22.4	20.2	-
216	Sheriff's Fund	456.8	462.0	457.0	-
217	Code Enforcement, RCSW & SOWP Fund	22.7	23.9	23.9	-
219	Community Corrections Fund	106.0	106.0	98.1	-
220	District Attorney's Fund	79.5	83.7	82.7	-
221	Justice Court Fund	8.0	8.0	7.0	-
241	Behavioral Health Fund	80.5	82.5	80.5	-
242	Social Services Fund	132.3	133.2	148.9	-
244	Community Development Fund	9.5	9.6	10.6	-
246	Children, Family & Community Connections	36.6	36.6	31.6	-
247	Dog Services Fund	20.3	20.3	18.0	-
252	Public Health Fund	56.1	56.6	143.1	-
260	Juvenile Fund	55.0	47.0	47.0	-
742	Records Management Fund	5.0	5.0	5.0	-
746	Telecommunications Svcs Fund	6.0	6.0	6.0	-
748	Central Dispatch Fund	50.0	53.8	53.8	-
Subtotal		1,172.4	1,183.1	1,260.0	
Grand Total		2,172.5	2,207.1	2,271.6	2,290.1

* The Chart of Accounts update merged and/or closed some funds, affecting FTE historical actuals.

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OVERVIEW

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 2021-22 total \$61.8 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 \$13,240,000 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 \$18,280,000. 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 \$14,420,000.

TRANSPORTATION SYSTEM PLANNING AND PROJECT PROGRAMMING

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 -- 1,414 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.

1,414 miles of road	186 bridges	179 traffic signals
1,400 miles of road striping	8,421 culverts	76 school zone flashers
2,359 miles of gravel shoulder	2,135 manholes	76 traffic surveillance cameras
67,996 traffic signs	10,200 catch basins	45 miles of fiber optic cable
115,758 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.
5. Intelligent Transportation Systems (ITS) – Projects that incorporate ITS treatments such as coordinated signal systems. The Clackamas County ITS Action Plan includes a range of projects that address the needs of the region, grouped into the following categories:

- Traffic Management and Operations (TMO)
- Multimodal Operations (MMO)
- Traveler Information (TI)

Data Collection and Management (DCM)
Incident and Emergency Management (IM)
Maintenance and Construction Management (MCM)

6. Repairs – Capital repairs of major damage caused by storms, flooding, landslides or other natural events that damage portions of the transportation system
7. Study – Future transportation studies to be undertaken as part of the implementation of the TSP, The TSP identifies a number of transportation planning efforts needed to provide additional details on capital project needs in specific areas of the County.

Table A: 5-Year Capital Improvement Program Project List -- FY 19/20 - FY 23/24

Project Category	Map ID	TSP ID	Prospectus #	Project Name	Project Extent	Description	Funding Source	Cost Estimate (\$2019)	Anticipated Road Fund Match	FY-19/20	FY-20/21	FY-21/22	FY-22/23	FY-23/24
1-Upgrade	CRC 2	1034 2008	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	\$6,000,000	\$0	X	X			
1-Upgrade	CRC 3	1035 1036	30324	Monroe St Improvements	Linwood 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	\$7,500,000	\$0	X	X			
1-Upgrade	C 3	1106 1000	22286	Clackamas County I-5/I-205 ICM Project	I-5 and I-205	Engage stakeholders and develop a collection of operation strategies and advanced technologies to collaboratively manage transportation corridor as a multimodal system	Surface Transportation Program; Road Fund	\$400,000	\$41,080	X	X	X		
2-Bridge/Culvert	CRC 1	3020	TBD	Johnson Creek Crossing on Linwood Ave	Linwood Ave	Reconstruct and widen to accommodate sidewalks and bike lanes	Tax Increment financing	TBD	\$0		X	X		
2-Bridge/Culvert	CRC 5	1029 1031	TBD	Johnson Creek Crossing on Bell Ave	Bell Ave	Reconstruct and widen to accommodate sidewalks and bike lanes	Tax Increment financing (Cost TBD)	TBD	\$0		X	X		
2-Bridge/Culvert	East 5	NA	22144	Salmon River (Elk Park Rd) Bridge Replacement	Elk Park Road	Replace existing one-lane bridge with new two lane bridge.	Highway Bridge Replacement & Rehab Grant; Road Fund	\$4,797,113	\$930,436	X				
2-Bridge/Culvert	SW 4	NA	22257	Bear Creek (Canby Marquam Hwy) Bridge Replacement	On Canby Marquam Hwy near Barnards	Replace bridge	Highway Bridge Replacement & Rehab Grant; Road Fund	\$2,319,417	\$243,244	X	X	X		
2-Bridge/Culvert	SW 1	NA	22277	Woodcock Ck (Wright Rd) Bridge Protection	Wright Rd.	The existing Wright Road Bridge over Woodcock Creek is experiencing significant scour and evaluation of repair or replacement is required	Road Fund	\$544,881	\$544,881	X	X	X	X	X
2-Bridge/Culvert	SW 5	NA	22276	Woodcock Ck (Grimm Rd) Bridge Protection	Grimm Rd.	The existing Gromm Road Bridge over Woodcock Creek is experiencing significant scour and evaluation of repair or replacement is required	Road Fund	\$485,154	\$485,154	X	X	X	X	X
2-Bridge/Culvert	East 2	NA	22283	Milk Creek (Bonney Rd) Bridge Protection	Bonney Rd.	Evaluate options for bank stabilization and scour repair at the footing	Road Fund	\$460,000	\$460,000	X	X	X	X	X
2-Bridge/Culvert	NW 4	NA	22259	Tualatin River (SW Petes Mtn Rd) Bridge Approaches	SW Petes Mtn Rd.	Repair the asphalt concrete approaches	Road Fund	\$142,499	\$142,499	X				
2-Bridge/Culvert	SW 11	NA	TBD	Molalla River (Knights Bridge Rd) Bridge Rehab	Knights Bridge	Bridge rehab	Local Bridge Program (LBP); Road Fund	\$3,154,839	\$315,484				X	X
3-Safety	DMB 1	NA	TBD	SE 242nd Ave and SE 222nd Dr RSA Implementation	OR 212 to County line	Implement RSA recommendations	Damascus Road Fund	\$200,000	\$200,000	X				
3-Safety	DMB 2	NA	22279	242nd / Borges Realignment	SE 242nd Ave / SE Borges Rd	Realign/regrade intersection of SE 242nd & SE Borges Rd	Damascus Road Fund	\$510,000	\$510,000	X	X			
3-Safety	CRC 7	1024 2014 4031 1025 1046	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			
3-Safety	NW 1	3097	22149	Edminston / Wilsonville AWSC	Edminston Rd / Wilsonville Rd	Convert to all-way stop control	Road Fund	\$171,126	\$171,126	X				
3-Safety	SW 6	NA	22254	Central Point / New Era	Central Point / New Era	Changes in traffic control / intersection enhancements	Road Fund	\$1,368,145	\$1,368,145	X	X			
3-Safety	NW 2	1087 1090	TBD	RSA - Stafford Rd Implementation	Boeckman to Rosemont	Implement RSA recommendations along corridor	Road Fund	\$200,000	\$200,000		X	X		
3-Safety	SW 3	1099	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	X		
3-Safety	SW 7	1097	TBD	RSA -Beavercreek Recommendations	OC Limits to Ferguson	Finish RSA implementation work, primarily shoulder work	Road Fund	\$50,000	\$50,000		X	X		
3-Safety	SW 9	NA	22240	Victory Blvd @ Forsythe Rd Realignment	Victory Blvd & Forsythe Rd	Intersection realignment	Road Fund; Developer	\$603,980	\$524,322	X				

Table A: 5-Year Capital Improvement Program Project List -- FY 19/20 - FY 23/24

Project Category	Map ID	TSP ID	Prospectus #	Project Name	Project Extent	Description	Funding Source	Cost Estimate (\$2019)	Anticipated Road Fund Match	FY-19/20	FY-20/21	FY-21/22	FY-22/23	FY-23/24
3-Safety	C 1	1001	22271	ODOT All Road Transportation Safety (ARTS) Rural Systemic Safety Countermeasures	Countywide	Rural corridor systemic: curve warning signs; rural intersection systemic: enhanced warning signs	ARTS; Road Fund	\$1,770,170	\$117,061	X	X			
3-Safety	M 8	1069	22238	ADA Ramps Project #1: Oak Grove Blvd.	Oak Grove Blvd.	In accordance with the Americans with Disabilities Act, implement curb ramp upgrades at various intersections.	System Development Charges (SDCs); Fee in Lieu of Construction (FILO); Road Fund	\$593,715	\$557,179	X				
3-Safety	CRC 4	3027	22280	ADA Ramps Project #2: Sunnyside Rd. 132nd Ave.-162nd Ave.	132nd to 162nd Ave.	Twelve (12) non-signalized intersections to have curb ramp retrofits, along with twenty-four (24) signalized corners to have signal modifications	Road Fund	\$1,855,000	\$1,855,000	X	X			
3-Safety	East 1	1001	22273	Duus Rd. Guardrail Project	Duus Rd.	Removal and replacement of damaged portions of guardrail	Road Fund	\$97,500	\$97,500	X				
3-Safety	SW 8	1001	22272	Dryland Rd Guardrail	Dryland Rd.	Design and install guardrail and end treatments on 400 ft of Dryland Rd; fun acquisition of right of way	Road Fund	\$93,730	\$93,730	X				
3-Safety	C 2	1001	22285	Rural Systemic Horizontal Alignment Signs	Countywide	Design and install horizontal alignment warning signs	Road Fund	\$250,000	\$250,000	X				
3-Safety	CRC 9	1001	TBD	Sunnybrook Blvd ARTS Systemic & Hot Spot Signals and Illumination Project (#36)	Sunnybrook Boulevard from Oak Bluff Blvd to 97th Ave	Install supplemental signal heads, coordinated or adaptive signal timing, and actuated advance warning dilemma zone along Sunnybrook Blvd at Oak Bluff Blvd, 93rd Ave, I-205 southbound, I-205 northbound, and 97th Ave	Highway Safety Improvement Program (HSIP); Road Fund	\$306,100	\$23,875	X	X			
3-Safety	CRC 10	1045	TBD	Sunnyside Rd ARTS Systemic & Hot Spot Signals and Illumination Project (#37)	Sunnyside Rd from Valley View Terr to 132nd Ave	Install urban green bike lanes at conflict points, supplemental signal heads, and actuated advance warning dilemma zone protection systems along Sunnyside Rd at Valley View Terrace, 117th Ave, 119th Ave, and 132nd Ave	Highway Safety Improvement Program (HSIP); Road Fund	\$214,500	\$16,731	X	X			
3-Safety	CRC 11	1031	TBD	Johnson Creek Blvd ARTS Systemic & Hot Spot Signals and Illumination Project (#38)	Johnson Creek Blvd from Fuller Road to 92nd Ave	Install pedestrian countdown timers, coordinated/adaptive signal timing, and dilemma zone protection system along Johnson Creek Blvd at Fuller Rd, I-205 southbound ramp, I-205 northbound ramp, and 92nd Ave	Highway Safety Improvement Program (HSIP); Road Fund	\$285,200	\$22,245	X	X			
3-Safety	M 6	1070	TBD	Oatfield Rd ARTS Systemic & Hot Spot Signals and Illumination Project (#39)	Oatfield Rd. from Oak Grove Blvd to Jennings Ave	Install supplemental signal heads and pedestrian countdown timers along Oatfield Rd at Oak Grove Blvd, Concord Rd, Thiessen Rd, Roethe Rd, and Jennings Rd. Replace doghouses at Roethe Rd with flashing yellow arrow.	Highway Safety Improvement Program (HSIP); Road Fund	\$293,000	\$22,854	X	X			
3-Safety	CRC 12	1045	TBD	SE Sunnyside Rd at 122nd Ave ARTS Systemic & Hot Spot Signals and Illumination Project (#148H)	SE Sunnyside Road at SE 122nd Ave	Add green conflict markings in bike lane, east of the intersection at entrance to strip mall, in area of dropped through lane; Add merge arrows to drop lane; Relocate lane drop sign; Add supplemental signal head for eastbound left turn on existing NE signal pole riser; Add supplemental signal head for westbound left turn on existing SW signal pole riser; Install advance warning dilemma zone radar detection units for east and west approaches on NW and SE existing signal poles; Add one eastbound through signal head on existing SE signal pole mast arm and rearrange existing heads over travel lanes	Highway Safety Improvement Program (HSIP); Road Fund	\$72,700	\$5,670	X	X			
4-Active Transportation	M 1	1078	22243	Torbank Sidewalks	River Rd - Oak Grove Elementary	Construct sidewalks	Fee-in-Lieu; Road Fund	\$706,000	\$279,000	X				
4-Active Transportation	M 4	1066	22248	Portland Avenue Pedestrian Improvements	Portland Ave from Jennings Ave to Hull Ave	Construct sidewalks	CDBG; Road Fund	\$970,523	\$796,151	X				
4-Active Transportation	SW 2	NA	22239	S Ivy Street Pedestrian Intersection Improvements	Hwy 99E in Canby	Construct bike lanes and sidewalks.	STIP - Enhance; Road Fund	\$2,595,117	\$406,302	X	X	X	X	X

Table A: 5-Year Capital Improvement Program Project List -- FY 19/20 - FY 23/24

Project Category	Map ID	TSP ID	Prospectus #	Project Name	Project Extent	Description	Funding Source	Cost Estimate (\$2019)	Anticipated Road Fund Match	FY-19/20	FY-20/21	FY-21/22	FY-22/23	FY-23/24
4-Active Transportation	M 3	1068	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; Road Fund	\$4,040,213	\$414,098	X	X	X		
4-Active Transportation	M 7	1076	22261	Bilquist School Zone Flashers	Webster Rd. & Clackamas Rd.	Replace existing school zone signage with five (5) hardwired flashing school zone beacons.	Road Fund	\$150,844	\$150,844	X				
4-Active Transportation	CRC 13	1136	TBD	Fuller Rd-Causey Ave Crosswalk	Fuller Rd. & Causey Ave	Construct a crosswalk across Fuller Rd. at Causey Ave/Harmony Dr. with signage, RRFB, pedestrian refuge & ADA compliant curb ramps	ODOT Safe Routes to School Infrastructure Grant; Road Fund	\$185,588	\$37,118		X	X		
4-Active Transportation	M 2	1064	TBD	Oak Grove-Lake Oswego Bridge Feasibility Study	West Oak Grove and Lake Oswego	Analyze the feasibility of a bike/ped bridge over the Willamette River between Oak Grove and Lake Oswego	METRO Project Development Funds	\$806,000	\$0	X	X	X	X	X
5-ITS	CRC 8	1000	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	\$2,105,193	\$240,047	X	X	X	X	
5-ITS	NW 3	1000	22235	Canby Ferry ITS Project	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"	FHWA Ferry Boat Discretionary Program; Road Fund	\$674,139	\$144,835	X	X	X	X	
5-ITS	CRC 14	1000	22287	Fiber Communication on 82nd Drive Project	82nd Dr.	Expand fiber optic communication to three (3) County-owned traffic signals	Road Fund	\$60,000	\$60,000	X				
5-ITS	M 9	1000	22288	Fiber Communication Project on Oatfield Rd	Oatfield Rd.	Expand fiber optic communication to three (3) County-owned traffic signals	Road Fund	\$130,000	\$130,000	X				
6-Repairs	CRC 6	NA	22252	90th Ave Reconstruction	Monterey Ave to Causey Ave	Road reconstruction	STP; Road Fund	\$2,424,260	\$2,366,704	X	X			
6-Repairs	East 6	NA	22274	E Salmon River Rd Surface Preservation	US 26 to Welches Rd	Paving, surface preservation and guardrail adjustment	Federal Lands Access Program; Road Fund	\$750,000	\$550,000	X	X			
6-Repairs	East 7	NA	22275	Lolo Pass Rd Paving	US 26 to near Muddy Fork Rd	Improving and preserving the road surface and extending a revetment	Federal Lands Access Program; Road Fund	\$4,067,403	\$825,481	X	X	X	X	X
6-Repairs	DMB 3	NA	22269	232nd Drive at MP 0.3	232nd Dr.	Install a deep patch of pavement with improved drainage	FHWA Emergency Relief Grant; Road Fund	\$607,000	\$91,053	X	X	X		
6-Repairs	SW 10	NA	22270	South End Rd at MP 3.8	South End Rd.	Construct a permanent fix to slope instability	FHWA Emergency Relief Grant; Road Fund	\$2,740,000	\$281,398	X	X	X		

Table B: Key Unfunded Projects Matched with Possible Grant Funding Sources

Project Name (TSP Number)	Description	Possible Funding Source
Sunrise Project Phase II (4036)	Extend the Sunrise Project to 172 nd Avenue	STIP Enhance / Federal Grant
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 / BUILD
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 / HB 2017
US 26 (4093)	Add multi-use path on south side of US 26 between Wildwood Recreation Site to Salmon River Rd	FLAP
Holly St (1109)	Add paved shoulders	STIP Enhance
Courtney Ave (1064)	Construct pedestrian facilities and complete gaps on the south side; add bikeways, improve ADA access, increase transit accessibility	MTIP / RFFA
OR 211 (4040)	Canby Marquam Hwy/ OR 211 intersection – intersection improvements	STIP Fix-it / HSIP
97 th Ave / Mather Rd (1011)	Add bikeways, pedestrian facilities and east-bound left turn lanes at Mather Rd / Summers Lane	RFFA
Alberta St / 72 nd Ave (2000)	Add sidewalks, bicycle lanes and stormwater	TIF
Luther Rd (2001)	Add sidewalks, bicycle lanes and stormwater	TIF
Oak Grove – Lake Oswego (OGLO) Bridge (2022)	Construct bike/pedestrian crossing over the Willamette River	Connect Oregon
Newland Creek (Advance Rd) Bridge (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
Bull Run Truss (3038)	Replace bridge	STIP / HBR / BUILD
Badger Creek (Rugg Rd) Culvert	Rugg Road / Springwater Trail culvert replacement	OWEB / ODFW
Overland St	Add sidewalks, bicycle lanes and stormwater	TIF
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
Woodcock Creek (Grimm Rd) 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

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.

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.

Project No.	Project Name	Current Phase(s)	Begin Construction	End Construction	Project Completion	Project Cost Estimate	Project Manager(s)
0-(NO PS PROGRAM)							
22353	DAMASCUS MOBILITY PLAN	X-Planning	N/A	N/A	Jun-22	\$295,000	Stephen Williams
00059-DAMASCUS ROADS							
22352	CONTRACT PAVING: FOSTER RD (MP 0.00 - 0.20)	X-Construction	Jul-21	Dec-21	Dec-21	\$250,000	Maurice Hall
02050-CRF LOCAL PAVING							
22308	Contract Paving: Arista Area Package	X-Design	N/A	N/A	Dec-21	\$425,000	Maurice Hall
22309	Contract Paving: Thiessen 1 Area Package		N/A	N/A	Dec-21	\$906,250	Maurice Hall
22310	Contract Paving: Boyer / King Road Area Package	X-Design	N/A	N/A	Dec-22	\$1,816,130	Maurice Hall
22311	Contract Paving: McLoughlin Neighborhood Package	X-Design	N/A	N/A	Dec-22	\$1,035,337	Maurice Hall
22314	Contract Paving: Webster Area Package	X-Design	N/A	N/A	Dec-22	\$1,011,238	Maurice Hall
02051-CRF STRATEGIC INVESTMENT FUND							
22322	362 Paved Shoulders & Safety Improvements		N/A	N/A	Oct-23	\$1,599,695	Robert Knorr
22339	Duus Rd / Eagle Creek Road Intersection, Relocation and T		N/A	N/A	Jun-24	\$993,970	Robert Knorr
CRF02	Bear Creek Bridge & Molalla Ave Shoulders		N/A	N/A	Jun-26	\$1,651,650	Joel Howie
CRF03	Borland - Bike/Ped to Rolling Hills		N/A	N/A	Jun-27	\$1,771,200	Joel Howie
02052-CRF CONGESTION PROJECTS							
22291	Canby-Marquam Hwy at Lone Elder Rd Intersection Improve	X-Design	N/A	N/A	Sep-22	\$1,040,132	Robert Knorr
22294	Redland Rd Turn Lanes at Ferguson and Bradley	X-Design	N/A	N/A	Oct-23	\$1,399,727	Robert Knorr
22297	Stafford Rd (Pattulo Wy to Rosemont Rd) Improvements	X-Design	N/A	N/A	Dec-24	\$10,054,876	Jonathan Hangartner
22299	Johnson Creek Blvd (82nd Ave to ECM) Improvements		N/A	N/A	Jun-26	\$13,775,563	Jonathan Hangartner
22300	Amisigger Rd at OR224 Intersection Improvements	X-Design	N/A	N/A	Dec-24	\$3,136,445	Michael Ward
22345	SE Johnson Creek Blvd 79th Place - 82nd Ave		N/A	N/A	Dec-24	\$2,485,420	Jonathan Hangartner
CRF01	Welches Road		N/A	N/A	Jun-27	\$3,388,582	Joel Howie
02053-CRF SAFETY PROJECTS							
22323	282nd & Haley Intersection Safety Improvements	X-Design	N/A	N/A	Jun-22	\$35,249	Christian Snuffin
22338	Bluff/327th Intersection Enhancements		N/A	N/A	Jun-23	\$180,317	Christian Snuffin
22340	Johnson Creek Blvd. @ 74th Safety Enhancements		N/A	N/A	Mar-22	\$12,860	Christian Snuffin
22341	King Road @ 66th Intersection Safety Enhancements		N/A	N/A	Mar-22	\$13,860	Christian Snuffin
02101-ROAD PROJECTS							
22218	Clackamas County Regional Freight ITS Project	X-Design	N/A	N/A	Dec-22	\$2,173,447	Carl Olson
22269	232nd Drive at MP 0.3		N/A	N/A	Oct-21	\$752,132	Michael Ward
22270	South End RD at MP 3.8	X-Design	N/A	N/A	Jun-23	\$4,588,471	Joel Howie
22275	Lolo Pass Rd Stabilization & Surface Preservation	X-Design	N/A	N/A	Aug-22	\$4,104,731	Michael Ward
22329	Kellogg Creek Culvert Repair		N/A	N/A	Nov-21	\$265,000	Stanley Monte
02102-BIKE/PED PROJECTS							
22234	Jennings Avenue (OR 99E to Oatfield Rd) Sidewalks	X-Design, X-Right of Way	N/A	N/A	Nov-22	\$5,277,907	Robert Knorr
22239	S Ivy Street Pedestrian Intersection Improvements	X-Design	N/A	N/A	Jun-24	\$6,284,564	Jonathan Hangartner
22289	Fuller & Causey Crosswalk	X-Design, X-Right of Way	N/A	N/A	May-22	\$260,588	Michael Ward
22335	Courtney Ave Complete Street		N/A	N/A	Nov-25	\$5,761,420	Robert Knorr
PN003	Bike / Walk Clackamas Plan		N/A	N/A	Dec-22	\$200,000	Scott Hoelscher
02103-SAFETY PROJECTS							
22149	Wilsonville Rd and Edminston Rd Safety Project	X-Construction	N/A	N/A	Jun-21	\$201,913	Carl Olson
22235	Canby Ferry Bank Stabilization & ITS	X-Design	N/A	N/A	Dec-23	\$799,820	Joel Howie

Project No.	Project Name	Current Phase(s)	Begin Construction	End Construction	Project Completion	Project Cost Estimate	Project Manager(s)
02103-SAFETY PROJECTS							
22271	ARTS Rural Systemic Safety Countermeasures	X-Design	N/A	N/A	Jun-22	\$1,790,184	Christian Snuffin
22285	Rural Systemic Horizontal Align Signs	X-Design	N/A	N/A	Jun-22	\$340,793	Christian Snuffin
22286	I-5/I-205 Interchange Corridor Management (ICM)		N/A	N/A	Dec-22	\$444,864	Carl Olson
SA001	Clackamas County Regional Freight ITS Project Phase 2B		N/A	N/A	Sep-24	\$1,359,284	Carl Olson
02105-BRIDGE PROJECTS							
22257	Bear Creek (Canby Marquam Hwy) Bridge	X-Design	N/A	N/A	Oct-22	\$2,313,801	Joel Howie
22276	Woodcock Creek (Grimm Rd) Bridge Scour	X-Design, X-Right of Way	N/A	N/A	Nov-23	\$819,202	Devin Patterson
22284	Badger Creek (Rugg Rd) Culvert	X-Design, X-Right of Way	N/A	N/A	Nov-24	\$444,529	Devin Patterson
22330	Clackamas River (Trolley Trail) Bridge Final Design		N/A	N/A	Jun-23	\$1,228,000	Joel Howie
GR001	Bull Run River (Bull Run Rd) Bridge Replacement		N/A	N/A	Dec-28	\$19,968,510	Joel Howie
GR002	Abernethy Creek (Holly Ln) Bridge Replacement		N/A	N/A	Dec-28	\$9,270,000	Joel Howie
GR003	Sandy River (Lusted Rd) Bridge Replacement		N/A	N/A	Dec-28	\$24,770,000	Joel Howie
02121-HB2017 PROGRAM COST							
22280	ADA Ramps: Sunnyside Rd. (132nd - 162nd)	X-Construction	N/A	N/A	May-22	\$2,058,535	Joel Howie
22292	ADA Ramps: Sunnyside Rd. (122nd - 132nd)	X-Construction	N/A	N/A	Jun-22	\$1,155,437	Joel Howie/Maurice Hall
22306	Contract Paving: Kelso / Richey Road Package	X-Construction, X-Design	N/A	N/A	Dec-21	\$1,328,197	Maurice Hall
22342	Contract Paving: Sunnyside Rd. (122nd - 132nd)	X-Design	N/A	N/A	Dec-22	\$2,162,426	Maurice Hall
22343	Contract Paving: Sunnyside Rd. (132nd - 162nd)	X-Design	N/A	N/A	Dec-22	\$3,769,454	Maurice Hall
02123-HB2017 SAFETY PROJECTS							
22254	S Central Point Rd and S New Era Rd Intersection Realignm	X-Construction, X-Right of W	N/A	N/A	Jun-22	\$1,764,922	Jonathan Hangartner
22319	72nd & Luther Intersection Safety Improvements		N/A	N/A	Jun-22	\$26,860	Christian Snuffin
22327	Stafford Rd Intersection Safety Improvements		N/A	N/A	Jun-25	\$403,142	Christian Snuffin
22328	122nd & Mather Intersection Control Feasibility Study		N/A	N/A	Jun-22	\$40,000	Christian Snuffin
22331	Guardrail System Upgrades - Systemic	X-Design	N/A	N/A	Jun-23	\$476,414	Joseph Marek/Terry Abbott
22332	Recessed Reflectorized Pavement Markings	X-Design	N/A	N/A	Jun-25	\$279,100	Christian Snuffin/Ryan Hixson
22337	Radar Sign Project	X-Design	N/A	N/A	Jun-22	\$292,709	Christian Snuffin
30202051-CRF STRATEGIC INVESTMENT FUND							
22351	ARNDT ROAD EXTENSION GOAL EXCEPTION AND ENGI	X-Planning	N/A	N/A	Dec-22	\$210,000	Stephen Williams
30202101-ROAD PROJECTS							
00227	PVV Scouters Mountain & 172nd Roundabout		N/A	N/A	Jun-22	\$150,000	Jonathan Hangartner
22252	SE 90TH AVENUE RECONSTRUCTION	X-Design, X-Right of Way	N/A	N/A	Jun-21	\$1,433,763	Jonathan Hangartner
22346	RUGG ROAD LANDSLIDE REPAIR	X-Design	N/A	N/A	Jun-22	\$895,000	Stanley Monte
30202102-BIKE/PED PROJECTS							
22347	BILQUIST ELEMENTARY SCHOOL – SIDEWALKS	X-Design	N/A	N/A	Dec-25	\$2,637,300	Jonathan Hangartner
30202103-SAFETY PROJECTS							
22272	DRYLAND		N/A	N/A	Jun-22	\$212,389	Michael Ward
22279	242ND/BORGES REALIGNMENT	X-Design	N/A	N/A	Oct-21	\$592,743	Michael Ward
22282	DAMASCUS ROADS TIER 1 SAFETY PROJECTS	X-Construction	N/A	N/A	Jun-21	\$395,000	Carl Olson
22288	OATFIELD ROAD FIBER COMM	X-Construction	N/A	N/A	Dec-21	\$130,825	Carl Olson
22350	CLACKAMAS COUNTY REGIONAL ATC CONTROLLER &	X-Design	N/A	N/A	Dec-22	\$820,103	Bikram Raghubansh
30202105-BRIDGE PROJECTS							
22348	MOLALLA RIVER (KNIGHTS BRIDGE RD) BRIDGE	X-Design	N/A	N/A	May-25	\$3,701,086	Stanley Monte

Project No.	Project Name	Current Phase(s)	Begin Construction	End Construction	Project Completion	Project Cost Estimate	Project Manager(s)
30202105-BRIDGE PROJECTS							
300308302	Salmon Riv (Elk Park Rd) Bridg	X-Construction	Jul-21	Jun-23	Jun-23	\$4,641,399	Stanley Monte
30202106-STORM DRAINAGE PROJECTS							
22349	JOHNSON CK TRIB. (HIDEAWAY CT) CULVERT REPL.	X-Construction, X-Design	N/A	N/A	Nov-22	\$911,950	Stanley Monte
30202123-HB2017 SAFETY PROJECTS							
22318	JENNIFER RD & EVELYN RD SAFETY IMPROVEMENTS	X-Construction	N/A	N/A	Sep-21	\$88,222	Carl Olson
22324	SUNNYSIDE RD AT SUNNYBROOK BLVD SAFETY IMPR	X-Construction	N/A	N/A	Sep-21	\$54,006	Carl Olson

**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
Job Cost #: CI-0002-22144 Design
 CI-0003-22144 Construction
 CI-0004-22144 Right of Way

Date of Last Revision: Feb-21

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:

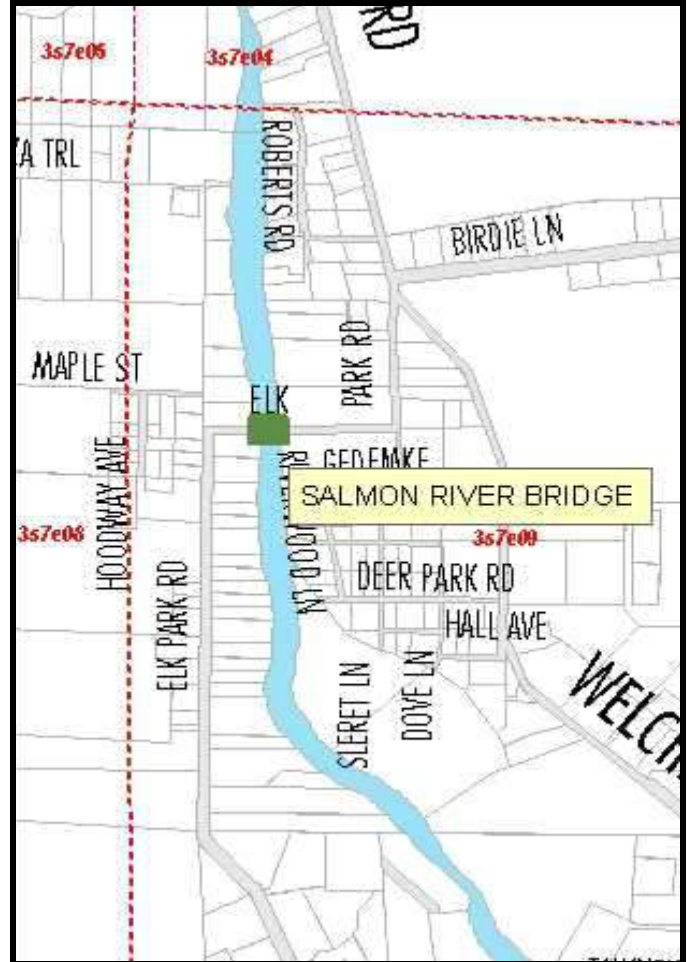
County Road Funds are committed to this project to serve as match for the Highway Bridge Replacement & Rehabilitation (HBRR) Grant. Under this program, the project has potential to qualify and receive approximately \$3,762,000.00

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 2021. FHWA requires a full three year monitoring period for plantings therefore the estimate has been updated moving funds outward to 21/22 and 22/23 to cover documentation fees and environmental compliance.



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 2.18.2021</i>									
Revenues:									
Hwy Bridge Replacement & Rehab	\$3,067,447	\$0	\$279,405	\$0	\$0	\$0	\$0	\$0	\$3,346,852
I/F Transfer From Fund 416	\$61,409	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$61,409
Prior Year Revenue	\$328,906	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$328,906
Road Fund + HB 2017	\$867,945	\$0	\$21,287	\$16,000	\$5,000	\$0	\$0	\$0	\$910,232
Total Project Revenues	\$4,325,707	\$0	\$300,692	\$16,000	\$5,000	\$0	\$0	\$0	\$4,647,399
Expenditures:									
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	\$3,364,827	\$258,392	\$42,300	\$16,000	\$5,000	\$0	\$0	\$0	\$3,686,519
Total Project Expenditures	\$4,325,707	\$258,392	\$42,300	\$16,000	\$5,000	\$0	\$0	\$0	\$4,647,399

**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
Job Cost #: CI-0001-22149 Planning
 CI-0002-22149 Design
 CI-0003-22149 Construction

Date of Last Revision: Feb-21

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:

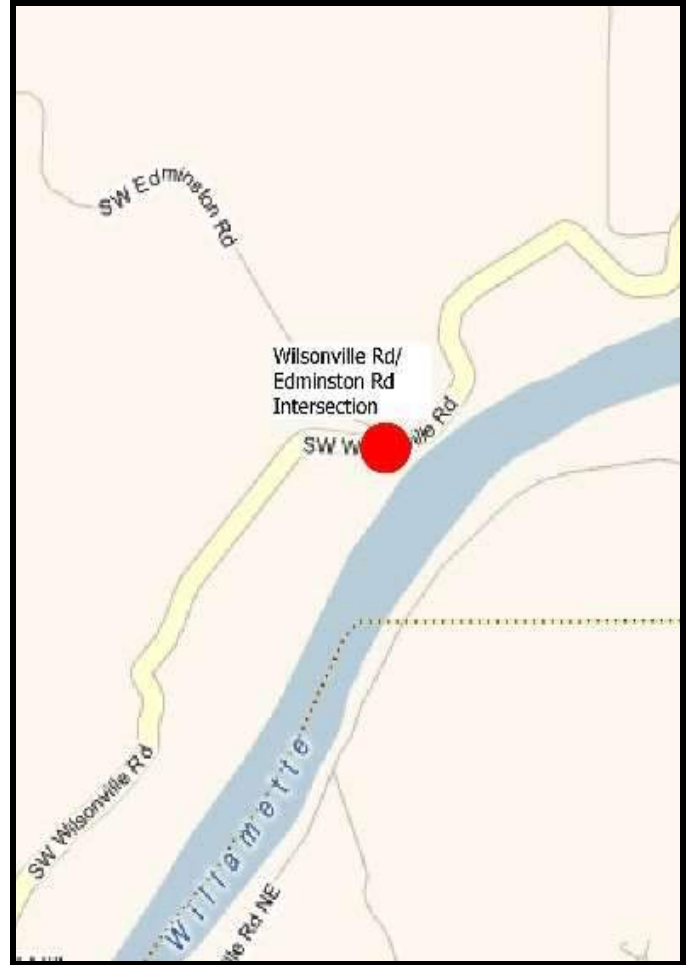
County Road Funds are committed to this project.

Environmental Impacts:

None identified at this time.

Changes Since Last Plan:

Current Contractor contract amount is \$132,655. Working on a change order to increase to \$143,752.80 (+8.37%) to cover additional flagging needs and sign supports. With PGE LECA of \$3,563.26, total Construction Contractor amount increases from \$145,000 to \$147,566.16. Subtracted this change from County construction cost as we are coming under estimate. Total project cost remains the same at \$219,984.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Apr-06	Dec-18		Jul-20
EndDate	Oct-07	Oct-19		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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$46,315	\$34,622	\$139,047	\$0	\$0	\$0	\$0	\$0	\$219,984
Total Project Revenues	\$46,315	\$34,622	\$139,047	\$0	\$0	\$0	\$0	\$0	\$219,984
Expenditures:									
1 - Planning	\$7,685	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,685
2 - Design	\$37,769	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$37,769
3 - Right of Way Purchase	\$530	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$530
4 - Construction	\$331	\$127,984	\$45,685	\$0	\$0	\$0	\$0	\$0	\$174,000
Total Project Expenditures	\$46,315	\$127,984	\$45,685	\$0	\$0	\$0	\$0	\$0	\$219,984

Project Number: 22184
Project Name: Pudding River (Whiskey Hill Rd) Bridge
Project Location: Whiskey Hill Road
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Stanley Monte
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: SUBSTANTIALLY COMPLETE
Job Cost #: CI-0002-22184 Design
CI-0003-22184 Construction
CI-0004-22184 Right of Way

Date of Last Revision: Feb-21

Project Description/Scope:

The existing bridge on Whiskey Hill Road over the Pudding River was a narrow 20-foot, two-lane concrete girder bridge considered functionally obsolete and is labeled as structurally deficient, with a sufficiency rating of 11.5. The project will include construction of a new bridge, 32 feet wide, spanning the river inside of the original curve. Federal Highway Bridge Program (HBP) and Surface Transportation Program (STP) funds were obtained for the project.

Project Justification:

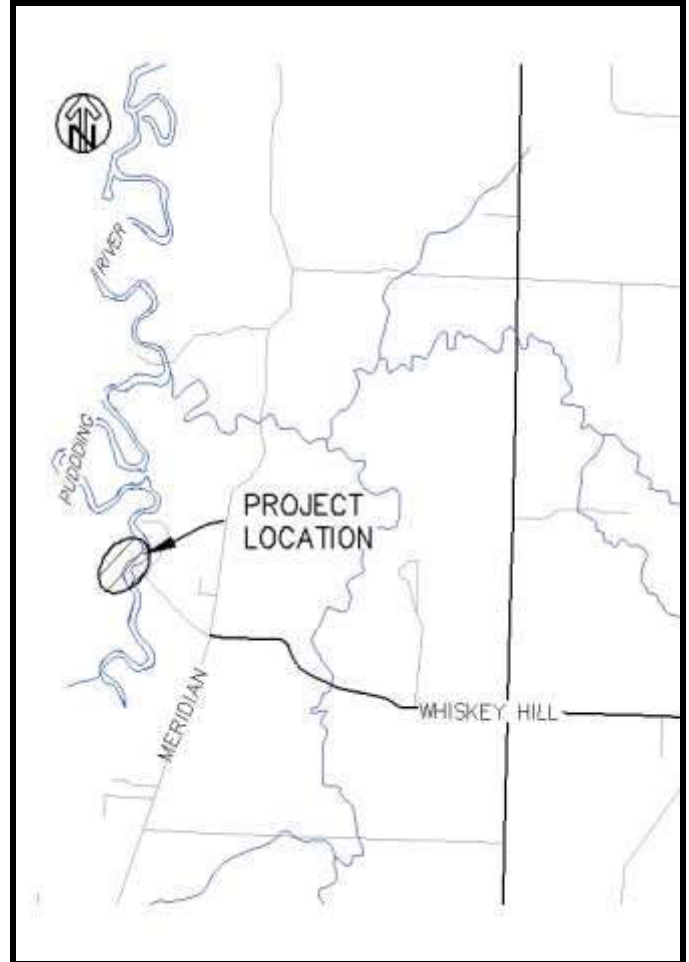
The existing bridge was narrow and aligned along a horizontal curve with poor sight distance. As a result, trucks had a difficult time travelling over the bridge without crossing over the centerline. Oftentimes, vehicles will stop at one end of the bridge to allow oncoming traffic to cross (thus functioning as a one-lane bridge). Additionally, it had a perpetual scour problem. The last inspection report noted that the scour countermeasures installed in the past on each abutment had failed and were not observed on either abutment. The report also recommended that the bridge be replaced with one capable of withstanding the conditions at the bridge site

Impact on Operating Budget:

Certified project. County managed the design and construction. Total federal revenue for Construction awarded to County is \$7,392,903 with the County providing a 10.27% local match. There is an additional \$335,466 funds that can be applied for, per the IGA. We have held off requesting reimbursement due to possible claim with the contractor allowing it to work its course thru possible litigation. It is assumed yet to be acquired funds will cause adjustment to Road Fund Revenues.

Environmental Impacts:

The project has federal money and environmental concurrence from FHWA was obtained. US Army Corps & DSL permits were obtained.



Changes Since Last Plan:

Bridge opened in July 2017.-Final payment to contractor was made in January 2019. Contractor has filed a \$3.3 mill global construction claim. At this time the County has denied the claim as having no merit and improper, however appeals are forth coming from the contractor. It is anticipated to move to litigation therefore funds have been adjusted for these anticipated costs.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jun-11	Jun-14	May-16
EndDate		Mar-16	Aug-15	Jan-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 2.18.2021</i>									
Revenues:									
Hwy Bridge Replacement & Rehab	\$6,281,751	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,281,751
I/F Transfer From Fund 416	\$4,797	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,797
Prior Year Revenue	\$51,151	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$51,151
Road Fund + HB 2017	\$1,009,949	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$1,109,949
Total Project Revenues	\$7,347,648	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$7,447,648
Expenditures:									
2 - Design	\$1,120,542	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,120,542

Project Number: 22184
Project Name: Pudding River (Whiskey Hill Rd) Bridge
Project Location: Whiskey Hill Road
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Stanley Monte
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: SUBSTANTIALLY COMPLETE
Job Cost #: CI-0002-22184 Design
 CI-0003-22184 Construction
 CI-0004-22184 Right of Way

Project Budget: <i>Actuals recorded thru 2.18.2021</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+	
3 - Right of Way Purchase	\$67,928	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$67,928
4 - Construction	\$6,159,177	\$15,291	\$34,709	\$50,000	\$0	\$0	\$0	\$0	\$6,259,177
Total Project Expenditures	\$7,347,648	\$15,291	\$34,709	\$50,000	\$0	\$0	\$0	\$0	\$7,447,648

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
Job Cost #: RM-0002-22201 Design
RM-0003-22201 Construction

Date of Last Revision: Feb-21

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 his 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:

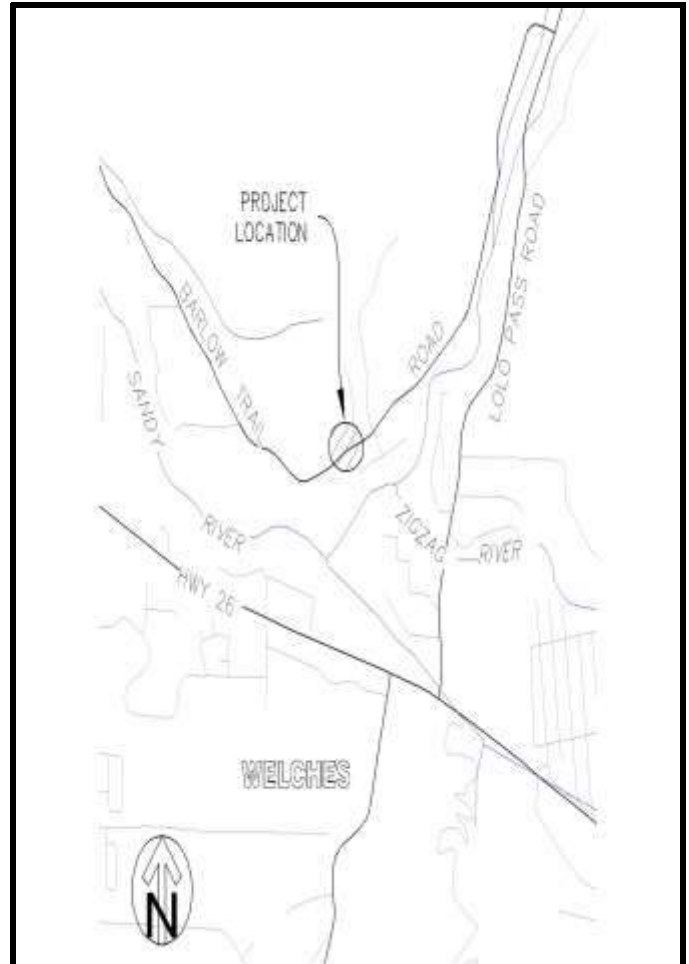
The Emergency Relief Program will provide 89.73% of the funding for this project with the remaining funds coming from the Road Fund.

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 2.18.2021</i>									
Revenues:									
Federal Emergency Relief Prog	\$36,931	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36,931
Federal Revenues	\$1,226,824	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,226,824
Prior Year Revenue	\$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	\$15,670	\$0	\$2,500	\$0	\$0	\$0	\$0	\$0	\$18,170
Total Project Revenues	\$1,364,613	\$0	\$2,500	\$0	\$0	\$0	\$0	\$0	\$1,367,113
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	\$0	\$0	\$0	\$0	\$0	\$0	\$3,536
4-Road Construction	\$1,012,173	\$1,749	\$751	\$0	\$0	\$0	\$0	\$0	\$1,014,673
Total Project Expenditures	\$1,364,613	\$1,749	\$751	\$0	\$0	\$0	\$0	\$0	\$1,367,113

Project Number: 22215
Project Name: Sunrise JTA Project Coordination
Project Location: Sunrise Corridor
Map No:

Program: 02101-Road Projects
Project Manager(s): Terrence Mungenast
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: SUBSTANTIALLY COMPLETE
Job Cost #: CI-0003-22215 Construction

Date of Last Revision: Feb-19

Project Description/Scope:

This project will support ODOT during the construction of County facilities associated with the Sunrise JTA project. This includes construction engineering services for Minuteman Way, inspection of 122nd Ave, Ford St, 125th Ct and the new 125th Ct cul-de-sac, Herbert Ct, 82nd Dr, Lawnfield Rd, and Mather Rd. This project will also include ODOT/County coordination activities as required for the successful completion of the Sunrise JTA project including but not limited to traffic engineering and traffic control planning.

Ref IGA #29149

Project Justification:

As a partner with ODOT, we are better able to assist with County specific issues as related to the Sunrise JTA project. As the future owner of the new facilities mentioned above, it is in our interest to do what we can to ensure we receive a quality product.

Impact on Operating Budget:

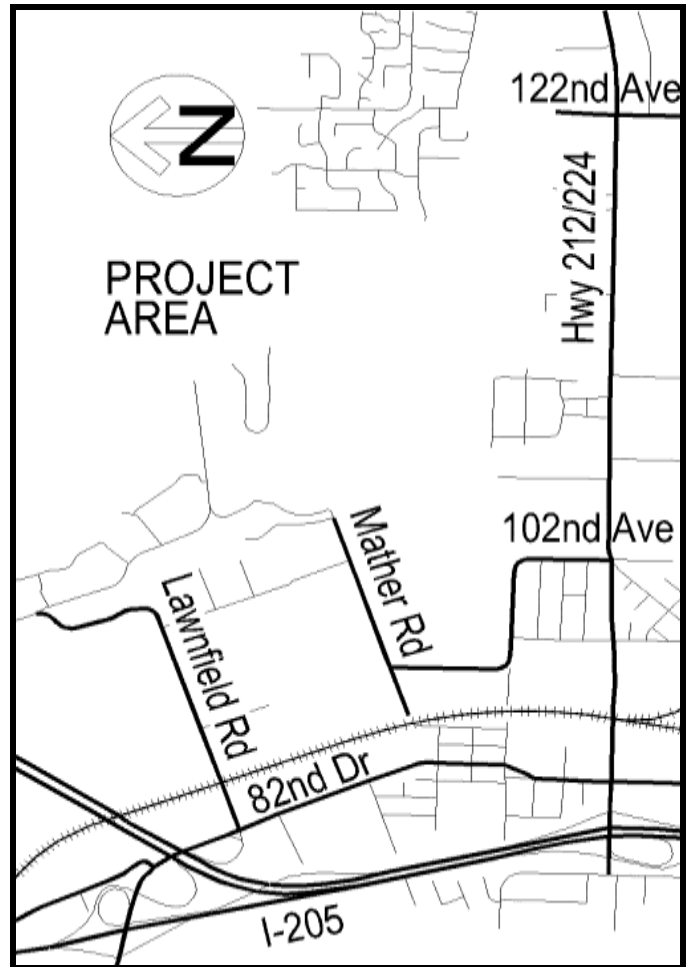
Fully funded by ODOT through Sunrise Jobs and Transportation Act (JTA) Project.

Environmental Impacts:

None

Changes Since Last Plan:

Update budget, project is substantially complete. Waiting on ODOT to complete IGA to close out project.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate				Aug-13
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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$3,724	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,724
State Revenues	\$425,430	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$525,430
Total Project Revenues	\$429,155	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$529,155
Expenditures:									
3 - Right of Way Purchase	\$1,035	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,035
4 - Construction	\$427,492	\$1,544	\$98,456	\$0	\$0	\$0	\$0	\$0	\$527,492
Internal County Contracted Svc	\$627	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$627
Legal Fees	(\$1)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$1)
Total Project Expenditures	\$429,153	\$1,544	\$98,456	\$0	\$0	\$0	\$0	\$0	\$529,153

**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
Job Cost #: CI-0001-22218 Planning
 CI-0002-22218 Design
 CI-0003-22218 Construction

Date of Last Revision: Feb-21

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:

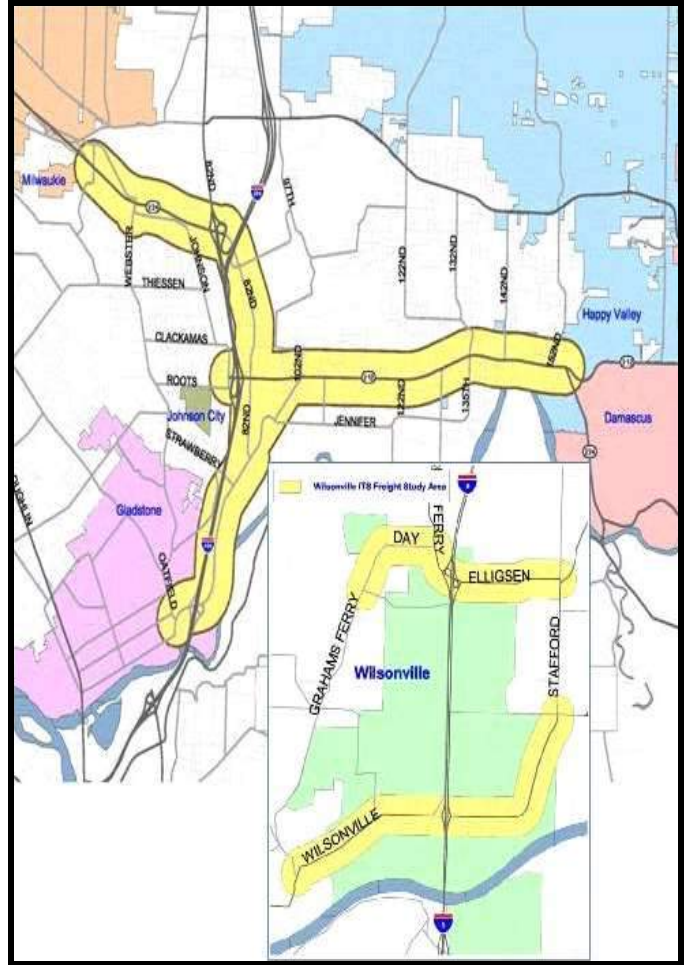
The STP funding requires minimum of 10.27% local match. Revenue and expenditures estimates (listed below) do not reflect contracts held by ODOT.

Environmental Impacts:

None.

Changes Since Last Plan:

Design Acceptance Package (DAP) complete. Working on 60% plans. Updated budget, no changes to overall project total.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate	Jul-14	Aug-18		Oct-21
EndDate	Apr-18	Sep-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 2.18.2021</i>									
Revenues:									
Dept of Transportation	\$27,337	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$27,337
Prior Year Revenue	\$10,415	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,415
Road Fund + HB 2017	\$33,060	\$0	\$24,134	\$100,819	\$89,551	\$0	\$0	\$0	\$247,564
Rural STP	\$13,990	\$0	\$210,866	\$880,862	\$782,413	\$0	\$0	\$0	\$1,888,131
Total Project Revenues	\$84,802	\$0	\$235,000	\$981,681	\$871,964	\$0	\$0	\$0	\$2,173,447
Expenditures:									
1 - Planning	\$56,732	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$56,732
2 - Design	\$28,038	\$86,078	\$148,922	\$92,002	\$0	\$0	\$0	\$0	\$355,040
3 - Right of Way Purchase	\$31	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31
4 - Construction	\$0	\$0	\$0	\$889,679	\$871,964	\$0	\$0	\$0	\$1,761,643
Total Project Expenditures	\$84,802	\$86,078	\$148,922	\$981,681	\$871,964	\$0	\$0	\$0	\$2,173,447

Project Number: 22219
Project Name: Sunnyside Adaptive Signal System
Project Location: Sunnyside Road from 8600 block to 122nd Avenue
Map No:

Program: 02101-Road Projects
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: SUBSTANTIALLY COMPLETE
Job Cost #: CI-0002-22219 Design
CI-0003-22219 Construction

Date of Last Revision: Feb-21

Project Description/Scope:

The goal of this project is to improve travel time reliability along the busiest section of Sunnyside Road (from 8600 block to 122nd Ave). By developing Adaptive Signal Control Technology (smarter signal system), the signal timing along this corridor can adjust in real-time to these variable and unpredictable traffic demands.

Project Justification:

The main benefits of adaptive signal control technology over conventional signal systems are the following: automatically adapt to unexpected changes in traffic conditions, improve travel time reliability, reduce congestion and fuel consumption.

Impact on Operating Budget:

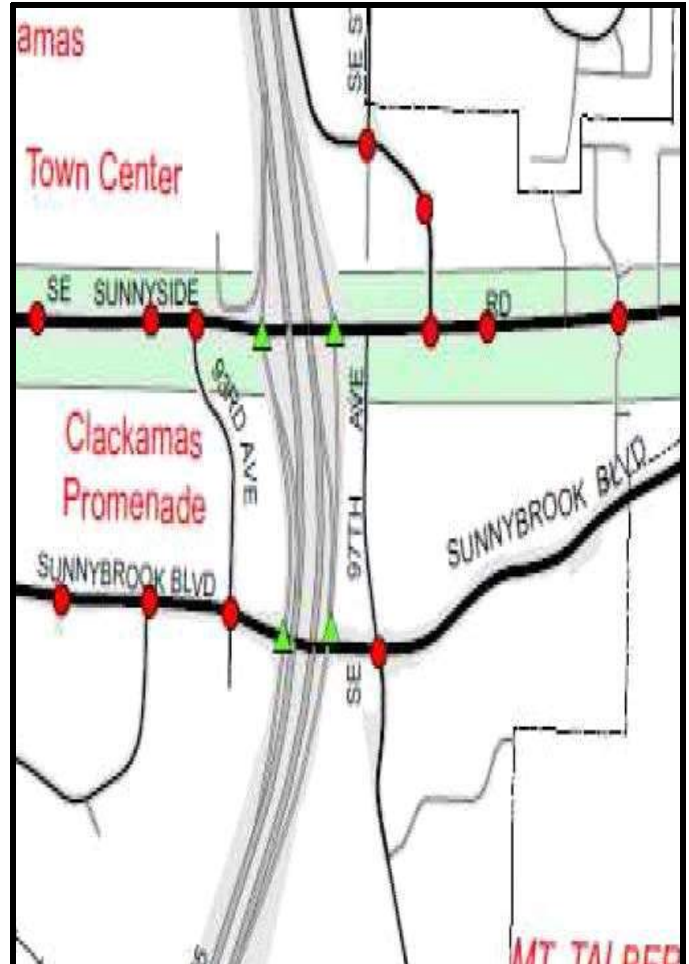
The STP funding requires minimum of 10.27% local match. Revenue and expenditures estimates (listed below) do not reflect contracts held by ODOT.
- Construction & Consultant Contract is administered by ODOT with 10.27% (minimum) local match.
- Software Contract is administered by Clackamas County with 89.73% reimbursement from STP funds.

Environmental Impacts:

None.

Changes Since Last Plan:

Project is completed



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Oct-13		Apr-17
EndDate		Apr-17		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 2.18.2021</i>									
Revenues:									
Dept of Transportation	\$68,837	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$68,837
Prior Year Revenue	\$314,013	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$314,013
Road Fund + HB 2017	\$189,741	\$0	\$162	\$0	\$0	\$0	\$0	\$0	\$189,903
Rural STP	\$47,560	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$47,560
Total Project Revenues	\$620,151	\$0	\$162	\$0	\$0	\$0	\$0	\$0	\$620,313
Expenditures:									
1 - Planning	\$945	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$945
2 - Design	\$137,906	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$137,906
4 - Construction	\$481,300	\$171	(\$9)	\$0	\$0	\$0	\$0	\$0	\$481,462
Total Project Expenditures	\$620,151	\$171	(\$9)	\$0	\$0	\$0	\$0	\$0	\$620,313

**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
Job Cost #: CI-0002-22234 Design
 CI-0003-22234 Construction
 CI-0004-22234 Right of Way

Date of Last Revision: Feb-21

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:

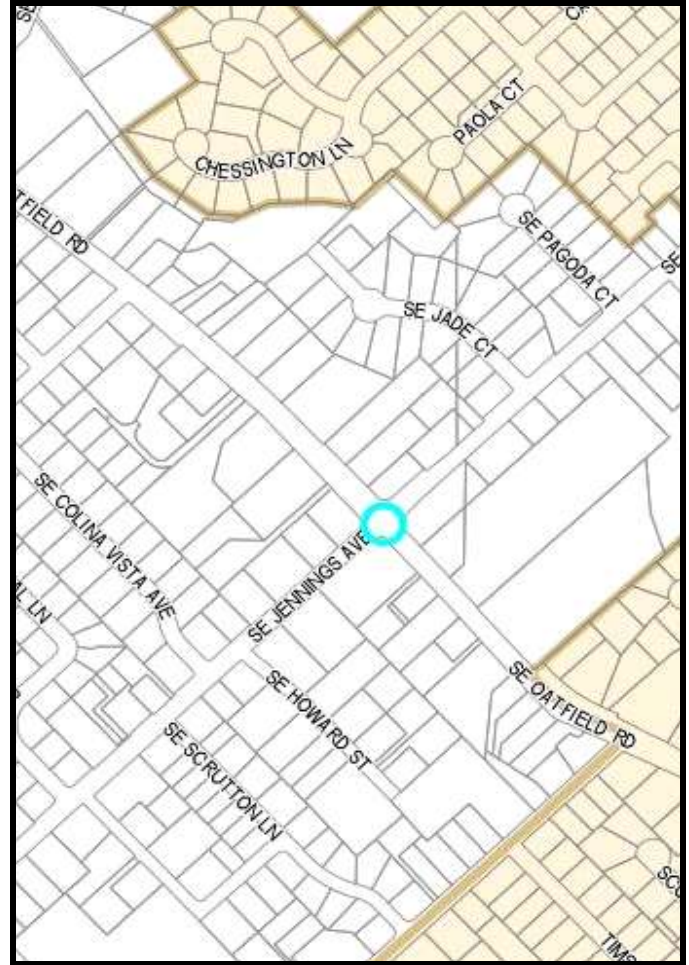
The Surface Transportation Program (STP) funds are being grouped into two separate funds; i.e. a Surface Transportation Block Grant / Fund Exchange (\$1,000,000 in construction phase with no match) and a separate grant fund, relating to Metro-FHWA funding.

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

Changes Since Last Plan:

Updated budget project increased by \$100k.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Oct-19	Feb-21	Jun-22
EndDate		Mar-22	Jan-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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$537,280	\$0	\$381,233	\$116,915	\$287,295	\$0	\$0	\$0	\$1,322,723
Rural STP	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
Surface Transportation Program	\$0	\$0	\$423,564	\$1,021,494	\$1,510,129	\$0	\$0	\$0	\$2,955,187
Total Project Revenues	\$537,280	\$0	\$804,797	\$1,138,409	\$2,797,424	\$0	\$0	\$0	\$5,277,910
Expenditures:									
2 - Design	\$537,122	\$341,145	\$46,975	\$99,658	\$65,000	\$0	\$0	\$0	\$1,089,900
3 - Right of Way Purchase	\$0	\$85	\$416,592	\$583,347	\$0	\$0	\$0	\$0	\$1,000,024
4 - Construction	\$158	\$0	\$0	\$455,404	\$2,732,424	\$0	\$0	\$0	\$3,187,986
Total Project Expenditures	\$537,280	\$341,230	\$463,567	\$1,138,409	\$2,797,424	\$0	\$0	\$0	\$5,277,910

**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
Job Cost #: CI-0002-22235 Design
 CI-0003-22235 Construction
 CI-0004-22235 Right of Way

Date of Last Revision: Feb-21

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:

After completing 30% project design review, overall project is estimated at \$796,256.82. This includes \$549,191.00 from Ferry Boat Discretionary Program (Federal) funding distribution between 2013 to 2017. The remaining balance of will be matched by road funds (31%).

Environmental Impacts:

None.

Changes Since Last Plan:

Due to utility conflicts, right of way easement(s) will be needed to fiber installation and utility pole relocation. This will delay the project by one year. Budget and schedule pushed out by a year. No changes to budget total.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Dec-16	Apr-18	Apr-22
EndDate		Apr-22	Apr-22	Dec-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 2.18.2021</i>									
Revenues:									
Federal Revenues	\$63,470	\$0	\$110,436	\$127,878	\$247,408	\$0	\$0	\$0	\$549,192
Road Fund + HB 2017	\$92,043	\$0	\$27,609	\$31,969	\$99,007	\$0	\$0	\$0	\$250,628
Total Project Revenues	\$155,513	\$0	\$138,045	\$159,847	\$346,415	\$0	\$0	\$0	\$799,820
Expenditures:									
2 - Design	\$155,451	\$65,994	\$54,551	\$62,347	\$0	\$0	\$0	\$0	\$338,343
3 - Right of Way Purchase	\$62	\$0	\$17,500	\$17,500	\$0	\$0	\$0	\$0	\$35,062
4 - Construction	\$0	\$0	\$0	\$80,000	\$346,415	\$0	\$0	\$0	\$426,415
Total Project Expenditures	\$155,513	\$65,994	\$72,051	\$159,847	\$346,415	\$0	\$0	\$0	\$799,820

**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): Joel Howie
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE
Job Cost #: CI-0002-22238 Design
 CI-0003-22238 Construction
 CI-0004-22238 Right of Way

Date of Last Revision: Feb-21

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:

FILO & 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:

Road Fund + HB 2017 revenues have to be increased by \$6,769 in order to cover the increased expenditures. Updated schedule and budget.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jan-17	Mar-17	Sep-19	Jul-20
EndDate	Mar-17	Apr-20	Apr-20	Mar-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 2.18.2021</i>									
Revenues:									
Countywide SDCs	\$63,202	\$2,415	\$214,753	\$0	\$0	\$0	\$0	\$0	\$280,370
Fee in Lieu of Construction	\$15,770	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,770
Road Fund + HB 2017	\$251,513	\$3,034	\$276,567	\$0	\$0	\$0	\$0	\$0	\$531,114
Total Project Revenues	\$330,485	\$5,448	\$491,321	\$0	\$0	\$0	\$0	\$0	\$827,254
Expenditures:									
1 - Planning	\$1,388	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,388
2 - Design	\$316,476	\$3,049	(\$82)	\$0	\$0	\$0	\$0	\$0	\$319,443
3 - Right of Way Purchase	\$12,621	\$7,131	\$0	\$0	\$0	\$0	\$0	\$0	\$19,752
4 - Construction	\$0	\$468,641	\$18,030	\$0	\$0	\$0	\$0	\$0	\$486,671
Total Project Expenditures	\$330,485	\$478,820	\$17,949	\$0	\$0	\$0	\$0	\$0	\$827,254

**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
Job Cost #: CI-0002-22239 Design
 CI-0003-22239 Construction
 CI-0004-22239 Right of Way

Date of Last Revision: Feb-21

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. 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.

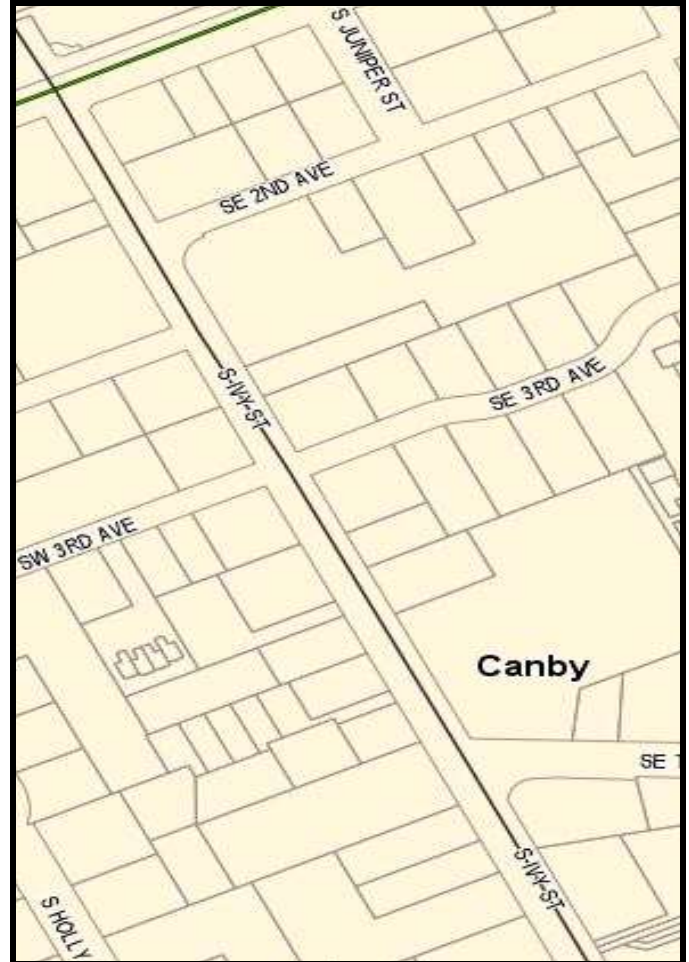
Changes Since Last Plan:

Increased project costs based on added project improvements are being paid for by City of Canby. There is no change in County Road Funds needed for this project. Project Description, Impact on Operating Budget, Project Schedule, and Project Budget. Right of way acquisitions are larger and more complicated than originally anticipated and scoped. Additionally, due to county right-of-way staff workload management, the construction of this project is being postponed one year (from calendar year 2022 to calendar year 2023).

A consultant services amendment will be developed in the coming weeks that will capture the additional consultant effort as described above.

Because this project will be in the design and right-of-way phases for an additional year, the consultant design costs and county design costs have increased (\$30K and \$15K, respectively). Right of way phase costs have also increased to \$846K (increased by \$521K).

City of Canby is aware of the schedule delay and increased costs, and are able and obligated to cover the additional cost. Construction phase costs are unchanged.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Sep-19	Nov-20	Feb-23
EndDate		Jan-23	Jan-23	Jun-24

Project Budget:	Actuals Thru	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+	
Actuals recorded thru 2.18.2021	6/30/20								

**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
Job Cost #: CI-0002-22239 Design
 CI-0003-22239 Construction
 CI-0004-22239 Right of Way

Project Budget:	Actuals Thru 6/30/20	FY20-21 YTD Actuals	FY20-21 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>Actuals recorded thru 2.18.2021</i>				2021/22	2022/23	2023/24	2024/25	2025/26+	
Revenues:									
Local Gov't & Other Agencies	\$0	\$22,055	\$87,673	\$371,497	\$1,224,295	\$995,516	\$0	\$0	\$2,701,036
Road Fund + HB 2017	\$227,796	\$0	\$122,832	\$23,740	\$32,550	\$0	\$0	\$0	\$406,918
State Revenues	\$0	\$88,222	\$29,196	\$133,635	\$750,000	\$750,000	\$0	\$0	\$1,751,053
Total Project Revenues	\$227,796	\$110,277	\$239,701	\$528,872	\$2,006,845	\$1,745,516	\$0	\$0	\$4,859,007
Expenditures:									
2 - Design	\$222,544	\$213,882	\$31,400	\$38,872	\$15,000	\$0	\$0	\$0	\$521,698
3 - Right of Way Purchase	\$5,252	\$4,696	\$100,000	\$490,000	\$246,330	\$0	\$0	\$0	\$846,278
4 - Construction	\$0	\$0	\$0	\$0	\$1,745,515	\$1,745,516	\$0	\$0	\$3,491,031
Total Project Expenditures	\$227,796	\$218,578	\$131,400	\$528,872	\$2,006,845	\$1,745,516	\$0	\$0	\$4,859,007

Project Number: 22251
Project Name: Dodge Park Bridge Rehab
Project Location: SE Lusted Road over the Sandy River at MP 1.8
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Jonathan Hangartner
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: DISCONTINUED
Job Cost #: CI-0002-22251 Design

Date of Last Revision: Apr-19

Project Description/Scope:

The existing Dodge Park Bridge (#06580) carries SE Lusted Road over the Sandy River. The bridge is a single span through-truss with steel members. This project proposed to remove and replace the existing paint system and repair and replace significantly corroded steel members. However, the load rating that Quincy performed indicated that the existing bridge structure will likely require load restrictions. The County determined that the cost of rehabing the existing structure is not justified, due to the significant anticipated load restrictions. This project is therefore cancelled.

Project Justification:

The existing paint system on the Dodge Park Bridge is cracking and flaking and is in need of replacement. A few steel members are in need of replacement due to significant corrosion and section loss due to the corrosion.

Impact on Operating Budget:

The funding source was anticipated to be the Rural Surface Transportation Program (STP) funding through ODOT.

Environmental Impacts:

No permits are expected to be required. However, the contractor will have to provide a robust containment system when removing the existing lead-based paint.

Changes Since Last Plan:

Updated Project Description/Scope, Impact on Operating Budget, and Project Budget. Project was cancelled, effective April 1, 2019.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Sep-17		
EndDate		Apr-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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$132,180	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$132,180
Total Project Revenues	\$132,180	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$132,180
Expenditures:									
2 - Design	\$136,092	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$136,092
Total Project Expenditures	\$136,092	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$136,092

**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
Job Cost #: CI-0002-22252 Design
 CI-0003-22252 Construction
 CI-0004-22252 Right of Way

Date of Last Revision: Feb-21

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:

Due to delay in illumination pole procurement by contractor, illumination facilities will not be installed until spring of 2021. Project Schedule and Project Budget are updated accordingly. This is a 'no-cost' change.

Environmental Impacts:

Limited environmental impacts are expected. Clackamas County MS4 Permit requirements will be met. Contaminated soils were encountered during construction excavation activities. Shannon & Wilson consultant staff were utilized for environmental assistance and certification of contaminated soils disposal.

Changes Since Last Plan:

Contaminated soils were encountered during construction activities that required environmental assistance and certification from consultant Shannon & Wilson (\$4,681) and contaminated soil dumping and handling fees (\$16,170). Additionally, a change order may be required that includes additional concrete roadway reconstruction at the intersection of Causey Ave (\$15,000).

Additional county staff time for construction management and inspection is also required for additional work and project completion. Updated Project Description, Impact on Operating Budget, and Environmental Impacts.



Project Schedule:	Planning	Design	Right of Way	Construction
Start Date		Oct-17	Sep-19	Jul-20
End Date		May-20	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 2.18.2021</i>									
Revenues:									
Revenue From Service Dist #5	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$75,000
Revenue from WES	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
Road Fund + HB 2017	\$281,395	\$859,936	\$117,433	\$0	\$0	\$0	\$0	\$0	\$1,258,764
Total Project Revenues	\$281,395	\$859,936	\$292,433	\$0	\$0	\$0	\$0	\$0	\$1,433,764
Expenditures:									
2 - Design	\$157,800	\$2,212	\$1	\$0	\$0	\$0	\$0	\$0	\$160,013
3 - Right of Way Purchase	\$114,558	\$1,274	(\$239)	\$0	\$0	\$0	\$0	\$0	\$115,593

**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
Job Cost #: CI-0002-22252 Design
 CI-0003-22252 Construction
 CI-0004-22252 Right of Way

Project Budget: <i>Actuals recorded thru 2.18.2021</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+	
4 - Construction	\$9,037	\$1,024,122	\$124,998	\$0	\$0	\$0	\$0	\$0	\$1,158,157
Total Project Expenditures	\$281,395	\$1,027,608	\$124,760	\$0	\$0	\$0	\$0	\$0	\$1,433,763

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
Job Cost #: CI-0002-22254 Design
 CI-0003-22254 Construction
 CI-0004-22254 Right of Way

Date of Last Revision: Feb-21

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:

Based on discussions with adjacent property owners and additional geotechnical investigations, the reconstruction limits of Central Point Rd have been extended approximately 150' north. Additionally, a stormwater cutoff ditch has been added to the northwest quadrant of the project. These two design modifications are estimated to increase the construction bid by \$65,000.

Additional geotechnical borings and pre and post-construction monitoring is required. A contract with Shannon & Wilson is being developed, with an estimated cost of \$50,292. An estimated \$10,686 will be used for design work and an estimated \$39,606 will be used for construction work.

The construction bid has been cancelled and is planned to be re-bid in the fall of 2020, with an anticipated construction in summer 2021.



Environmental Impacts:

Limited environmental impacts are expected. No permits are expected to be required.

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		Nov-17	Sep-19	Feb-21
EndDate		Jan-21	Jan-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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$291,681	\$82,911	\$724,416	\$665,914	\$0	\$0	\$0	\$0	\$1,764,922
Total Project Revenues	\$291,681	\$82,911	\$724,416	\$665,914	\$0	\$0	\$0	\$0	\$1,764,922
Expenditures:									
2 - Design	\$225,378	\$9,369	(\$3,226)	\$0	\$0	\$0	\$0	\$0	\$231,521
3 - Right of Way Purchase	\$64,428	\$75,796	\$59,474	\$0	\$0	\$0	\$0	\$0	\$199,698

**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
Job Cost #: CI-0002-22254 Design
 CI-0003-22254 Construction
 CI-0004-22254 Right of Way

Project Budget: <i>Actuals recorded thru 2.18.2021</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+	
4 - Construction	\$1,874	\$9,388	\$656,526	\$665,914	\$0	\$0	\$0	\$0	\$1,333,702
Total Project Expenditures	\$291,681	\$94,554	\$712,773	\$665,914	\$0	\$0	\$0	\$0	\$1,764,922

**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
Job Cost #: CI-0002-22257 Design
 CI-0003-22257 Construction
 CI-0004-22257 Right of Way

Date of Last Revision: Feb-21

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. County requested ODOT to exchange federal funds to state funds.

Environmental Impacts:

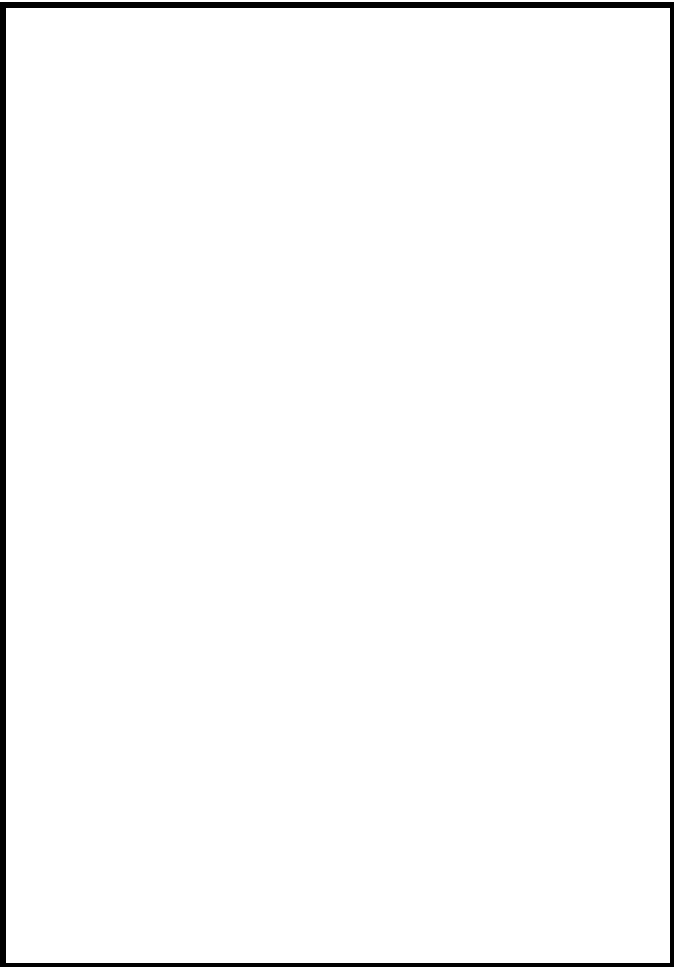
Army CORPS and Local Agency permits will be required. Complete permit requirements will be determined during design phase.

Changes Since Last Plan:

Updated schedule and adjusted budget based on new schedule. No change in overall budget.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Sep-19	Dec-20	Jul-21
EndDate		May-21	May-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 2.18.2021</i>										
Revenues:										
Road Fund + HB 2017	\$27,023	\$0	\$35,432	\$175,905	\$581	\$0	\$0	\$0	\$0	\$238,940
State Revenues	\$223,321	\$0	\$309,569	\$1,536,895	\$5,075	\$0	\$0	\$0	\$0	\$2,074,860
Total Project Revenues	\$250,344	\$0	\$345,000	\$1,712,800	\$5,656	\$0	\$0	\$0	\$0	\$2,313,800
Expenditures:										
2 - Design	\$250,344	\$76,778	\$212,222	\$0	\$0	\$0	\$0	\$0	\$0	\$539,344
3 - Right of Way Purchase	\$0	\$0	\$56,000	\$0	\$0	\$0	\$0	\$0	\$0	\$56,000
4 - Construction	\$0	\$0	\$0	\$1,712,800	\$5,656	\$0	\$0	\$0	\$0	\$1,718,456
Total Project Expenditures	\$250,344	\$76,778	\$268,222	\$1,712,800	\$5,656	\$0	\$0	\$0	\$0	\$2,313,800

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: SUBSTANTIALLY COMPLETE
Job Cost #: CI-0002-22261 Design
CI-0003-22261 Construction

Date of Last Revision: Feb-21

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:

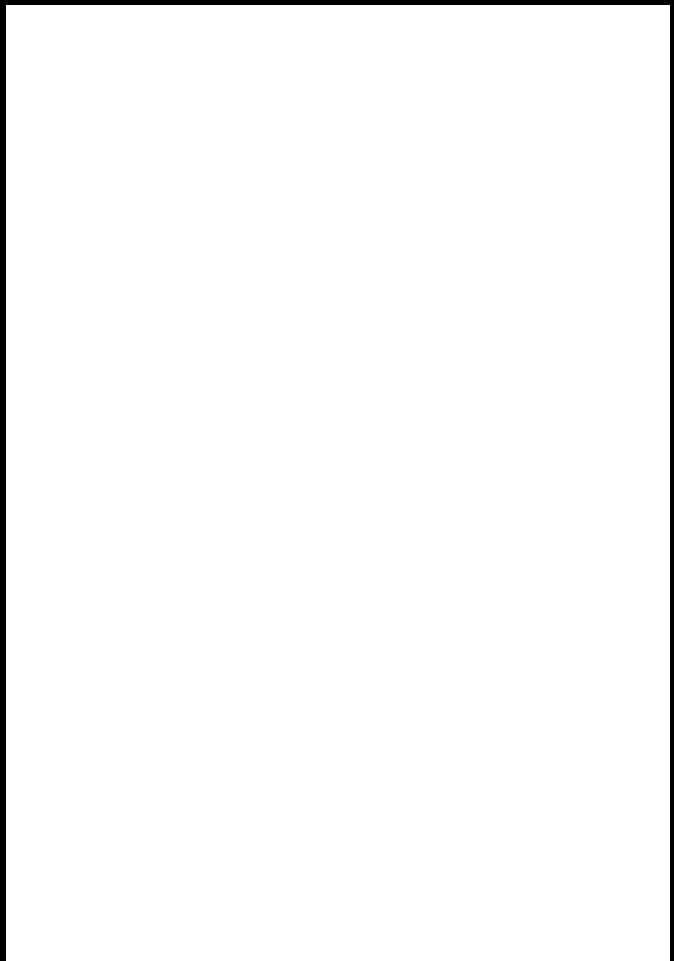
None identified at this time. The project consists of installation of school zone signage which is not expect to create any environmental impacts.

Changes Since Last Plan:

Project is substantially complete.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Feb-18		Jan-20
EndDate		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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$48,388	\$116,010	\$26,877	\$0	\$0	\$0	\$0	\$0	\$191,275
Total Project Revenues	\$48,388	\$116,010	\$26,877	\$0	\$0	\$0	\$0	\$0	\$191,275
Expenditures:									
2 - Design	\$39,362	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$39,362
4 - Construction	\$9,027	\$128,019	\$14,868	\$0	\$0	\$0	\$0	\$0	\$151,914
Total Project Expenditures	\$48,388	\$128,019	\$14,868	\$0	\$0	\$0	\$0	\$0	\$191,275

Project Number: 22265
Project Name: Trolley Trail Bridge Feasibility Study
Project Location:
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): Joel Howie
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: SUBSTANTIALLY COMPLETE
Job Cost #: CI-0002-22265 Planning

Date of Last Revision: Feb-21

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 studying the feasibility of replacing 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 study will evaluate structural alternatives including new bridge types, geotechnical evaluation of foundation alternatives, identification of environmental permitting requirements, evaluation of river hydraulics and scour potential, development of cost estimates, and trail concept planning for connections to Gladstone and Oregon City trails. Per IGA #31956, the budget is \$225,000 with the Metro Grant covering \$201,892 and the City of Gladstone covering \$23,108.

Project Justification:

With the demise of the historic Trolley Bridge there remains a need for an active transportation link across the Clackamas River to link the City of Gladstone to Oregon City.

Impact on Operating Budget:

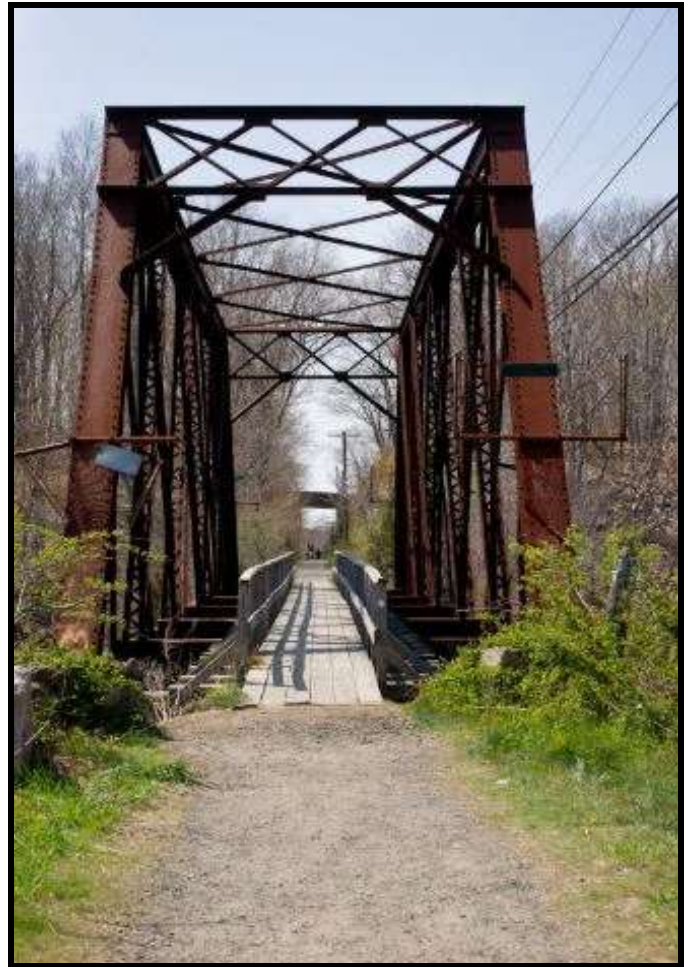
Contract was awarded in February of 2019. There is no impact on the county budget.

Environmental Impacts:

The study will identify environmental permitting requirements including Corps-DSL permit requirements, ESA requirements, stormwater management guidelines, local permitting requirements, cultural resource assessment, and any Coast Guard requirements.

Changes Since Last Plan:

The feasibility study is complete.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate	Jan-19			
EndDate	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 2.18.2021</i>									
Revenues:									
Federal Matching	\$2,835	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,835
Federal Revenues	\$80,368	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80,368
Metro Projects	\$0	\$0	\$31,746	\$0	\$0	\$0	\$0	\$0	\$31,746
Prior Year Revenue	\$68,415	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$68,415
Road Fund + HB 2017	\$42,636	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,636
Total Project Revenues	\$194,254	\$0	\$31,746	\$0	\$0	\$0	\$0	\$0	\$226,000
Expenditures:									
1 - Planning	\$125,666	\$226	\$31,520	\$0	\$0	\$0	\$0	\$0	\$157,412
2 - Design	\$68,588	\$759	\$1	\$0	\$0	\$0	\$0	\$0	\$69,348
Total Project Expenditures	\$194,254	\$985	\$31,521	\$0	\$0	\$0	\$0	\$0	\$226,760

Project Number: 22266
Project Name: Wilsonville Rd and Edminston Rd Safety Project
Project Location: Wilsonville Rd @ Edminston Intersection
Map No:

Program: 02103-Safety Projects
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: VOID
Job Cost #:

Date of Last Revision: Apr-18

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:

Road Fund

Environmental Impacts:

None identified at this time. The project consists of installation of radar feedback signs and intersection LED beacon signs.

Changes Since Last Plan:

None. This is the initial prospectus for this project.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jul-18		Jul-19
EndDate		Jun-19		Jun-20

**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
Job Cost #: CI-0002-22269 Design
 CI-0003-22269 Construction

Date of Last Revision: Feb-21

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:

Funding flexibility at ODOT has allowed the project construction window start to be delayed until mid-June 2021, which will allow for less groundwater during construction per geotech recommendation. Lower than expected actuals free up road fund dollars.

Environmental Impacts:

Environmental studies have determined that the project does not negatively impact wetlands, endangered species, and is not expected to encounter any hazardous materials.

Changes Since Last Plan:

Schedule delay per geotech recommendation.



Project Schedule:	Planning	Design	Right of Way	Construction
	StartDate		May-19	
EndDate		Oct-20		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 2.18.2021</i>									
Revenues:									
Federal Revenues	\$27,764	\$0	\$124,297	\$324,139	\$0	\$0	\$0	\$0	\$476,200
Road Fund + HB 2017	\$206,107	\$0	\$13,811	\$36,015	\$0	\$0	\$0	\$0	\$255,933
Total Project Revenues	\$233,870	\$0	\$138,108	\$360,154	\$0	\$0	\$0	\$0	\$732,132
Expenditures:									
2 - Design	\$233,870	\$103,294	(\$32)	\$0	\$0	\$0	\$0	\$0	\$337,132
4 - Construction	\$0	\$5,689	\$29,157	\$360,154	\$0	\$0	\$0	\$0	\$395,000
Total Project Expenditures	\$233,870	\$108,982	\$29,126	\$360,154	\$0	\$0	\$0	\$0	\$732,132

**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
Job Cost #: CI-0002-22270 Design
 CI-0003-22270 Construction
 CI-0004-22270 Right of Way

Date of Last Revision: Feb-21

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. However, the county requested an additional \$1,848,470 in total project funding to pay for a two retaining wall solution. It is anticipated the federal ERP funds would pay \$1,658,632 and County Road Funds would pay \$189,838 of the \$1,848,470 additional funding. The total project cost would be \$4,588,470 with ERP funds covering \$4,117,234 and County Road Funds covering \$471,236.

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:

Update of schedule and year end estimate.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Feb-19	Feb-21	Oct-21
EndDate		Aug-21	Aug-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 2.18.2021</i>									
Revenues:									
Federal Revenues	\$147,027	\$43,912	\$213,469	\$1,620,736	\$1,975,468	\$0	\$0	\$0	\$4,000,612
Road Fund + HB 2017	\$115,001	\$5,140	\$24,433	\$185,500	\$226,101	\$0	\$0	\$0	\$556,175
Total Project Revenues	\$262,028	\$49,052	\$237,902	\$1,806,236	\$2,201,569	\$0	\$0	\$0	\$4,556,787
Expenditures:									
2 - Design	\$262,028	\$82,348	\$198,389	\$153,236	\$0	\$0	\$0	\$0	\$696,001
3 - Right of Way Purchase	\$0	\$192	\$37,709	\$53,000	\$0	\$0	\$0	\$0	\$90,901
4 - Construction	\$0	\$0	\$0	\$1,600,000	\$2,201,569	\$0	\$0	\$0	\$3,801,569
Total Project Expenditures	\$262,028	\$82,541	\$236,097	\$1,806,236	\$2,201,569	\$0	\$0	\$0	\$4,588,471

**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
Job Cost #: CI-0002-22271 Design
 CI-0003-22271 Construction

Date of Last Revision: Feb-21

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:

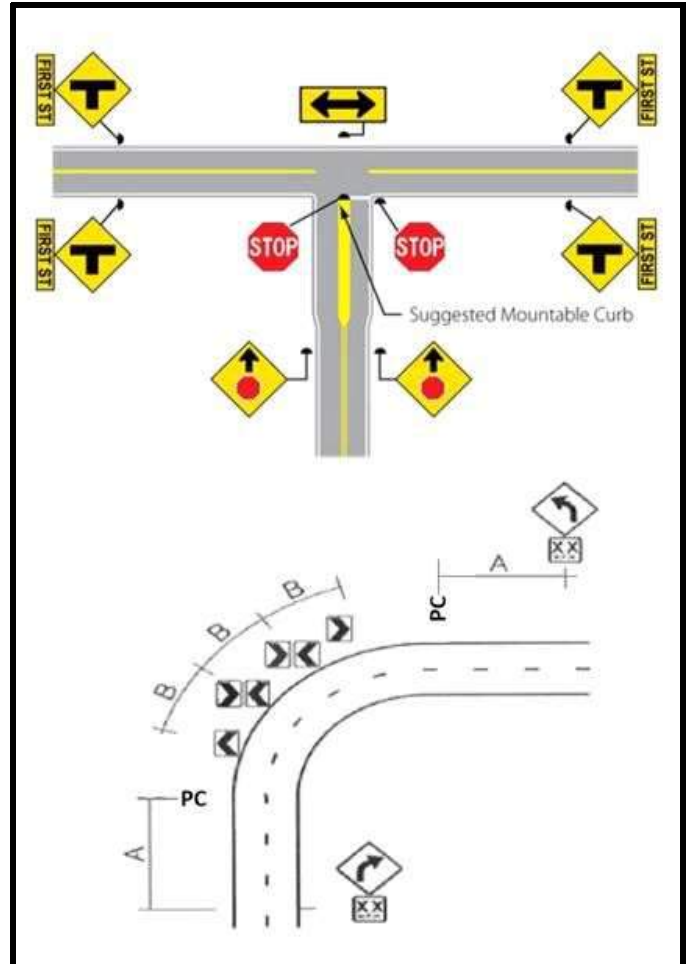
None identified. This project consists of sign installations which is not expected to have any environmental impacts.

Changes Since Last Plan:

Updated schedule and adjusted budget based on new schedule. Road fund covering cost of actuals through 06/30/20 until grant revenues reimbursement catches up.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jul-19		Mar-21
EndDate		Jan-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 2.18.2021</i>									
Revenues:									
ODOT Federal Grants	\$0	\$41,812	\$363,492	\$749,089	\$0	\$0	\$0	\$0	\$1,154,394
Road Fund + HB 2017	\$254,249	\$3,604	\$30,589	\$83,324	\$0	\$0	\$0	\$0	\$371,766
State Revenues	\$264,024	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$264,024
Total Project Revenues	\$518,273	\$45,416	\$394,081	\$832,413	\$0	\$0	\$0	\$0	\$1,790,184
Expenditures:									
2 - Design	\$508,093	\$24,053	(\$766)	\$0	\$0	\$0	\$0	\$0	\$531,379
4 - Construction	\$10,180	\$44,542	\$371,670	\$832,413	\$0	\$0	\$0	\$0	\$1,258,805
Total Project Expenditures	\$518,273	\$68,596	\$370,902	\$832,413	\$0	\$0	\$0	\$0	\$1,790,184

**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
Job Cost #: CI-0002-22272 Design
 CI-0003-22272 Construction
 CI-0004-22272 Right of Way

Date of Last Revision: Feb-21

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:

The Engineer's Estimate for the project shows a higher level of potential cost of the project than initial project estimates. Construction budget has been increased to reflect that change.

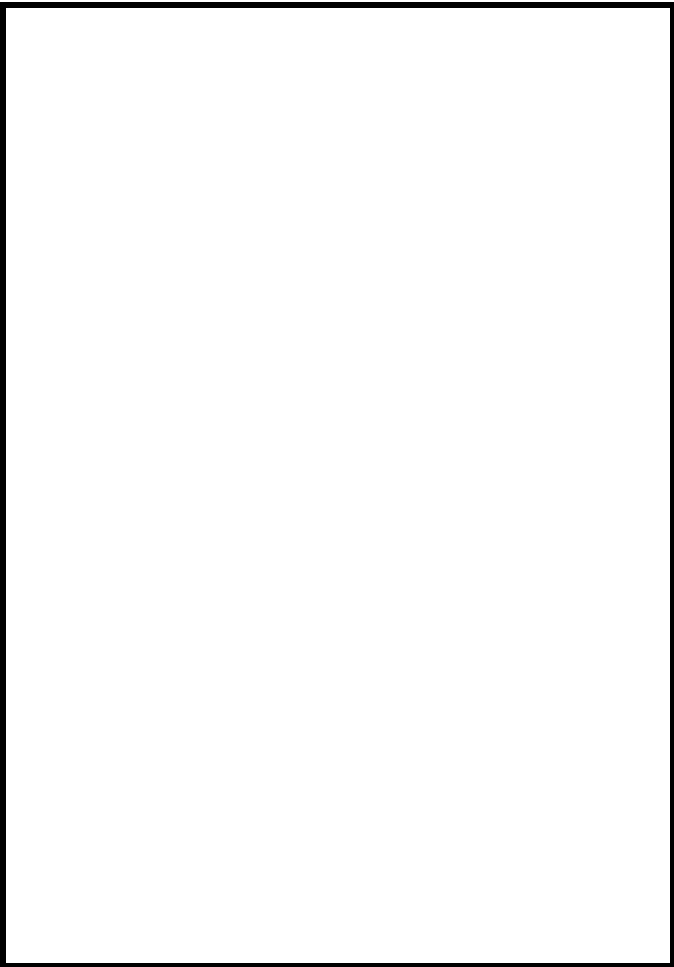
Environmental Impacts:

None identified. This project consists of guardrail installation which is not expected to have any environmental impacts.

Changes Since Last Plan:

The initial bid let returned only a single bidder with higher than expected prices. The contract is currently out to bid again, with construction planned for late spring.

Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jul-19	Apr-20	May-21
EndDate		Jun-20	Jul-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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$23,331	\$450	\$165,000	\$0	\$0	\$0	\$0	\$0	\$188,781
Total Project Revenues	\$23,331	\$450	\$165,000	\$0	\$0	\$0	\$0	\$0	\$188,781
Expenditures:									
2 - Design	\$39,287	\$5,087	(\$4,637)	\$0	\$0	\$0	\$0	\$0	\$39,737
3 - Right of Way Purchase	\$7,651	\$239	(\$239)	\$0	\$0	\$0	\$0	\$0	\$7,651
4 - Construction	\$0	\$0	\$165,000	\$0	\$0	\$0	\$0	\$0	\$165,000
Total Project Expenditures	\$46,939	\$5,326	\$160,124	\$0	\$0	\$0	\$0	\$0	\$212,389

Project Number: 22273
Project Name: Duus Road Guardrail Project
Project Location: Duus Rd.
Map No:

Program: 02103-Safety Projects
Project Manager(s): Michael Ward
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: COMPLETED
Job Cost #: CI-0002-22273 Design
CI-0003-22273 Construction

Date of Last Revision: Feb-21

Project Description/Scope:

This project is located on Duus Rd., approximately 1.0 miles east of the intersection of Duus Rd. and Eagle Creek Rd., North of Estacada, OR. The Project will include removal of damaged portions of an existing guardrail, and replacement with new guardrail. Approximately 166 ft of existing guardrail is in need of replacement and the guardrail needs to be extended approximately 150 ft.

Project Justification:

Guardrail is damaged in some areas and needs to be extended to improve safety.

Impact on Operating Budget:

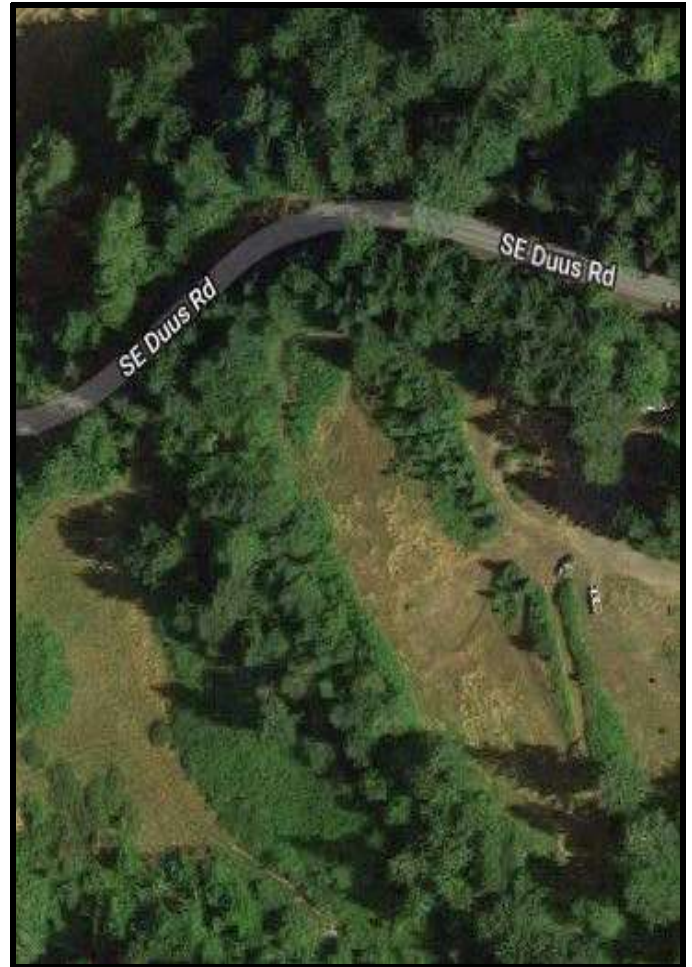
Transportation Maintenance has performed a significant amount of work related to the guardrail installation, with coordination expenses being significant. It is anticipated that costs would have been lower overall had the project been done entirely by Transportation Maintenance or the contractor.

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:

Project completed.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Feb-19		Apr-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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$120,392	\$25,111	\$13,175	\$0	\$0	\$0	\$0	\$0	\$158,678
Total Project Revenues	\$120,392	\$25,111	\$13,175	\$0	\$0	\$0	\$0	\$0	\$158,678
Expenditures:									
2 - Design	\$31,311	\$1,545	\$0	\$0	\$0	\$0	\$0	\$0	\$32,857
4 - Construction	\$89,080	\$36,741	\$0	\$0	\$0	\$0	\$0	\$0	\$125,821
Total Project Expenditures	\$120,392	\$38,286	\$0	\$0	\$0	\$0	\$0	\$0	\$158,678

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

COMPLETED

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: COMPLETED
Job Cost #: CI-0002-22274 Design
 CI-0003-22274 Construction

Date of Last Revision: Feb-21

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:

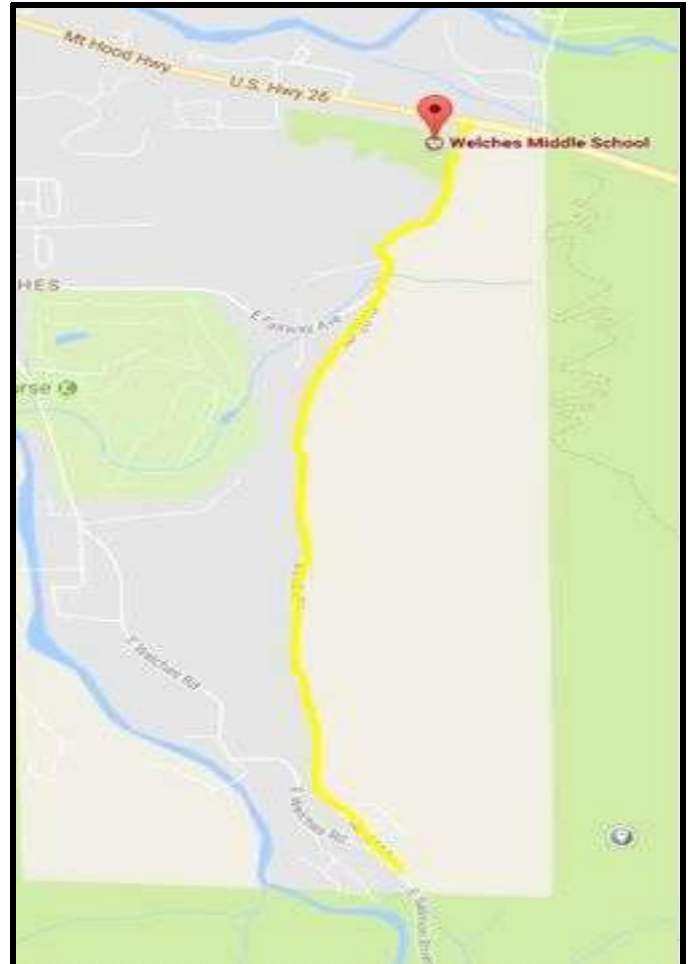
An increase in funding of \$23k from FHWA results in a lower impact to the Motor Vehicle Fund.

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:

Project completed.



Project Schedule:	Planning	Design	Right of Way	Construction
	StartDate		Jan-19	
EndDate		Jul-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 2.18.2021</i>									
Revenues:									
Federal Revenues	\$0	\$40,019	\$182,981	\$0	\$0	\$0	\$0	\$0	\$223,000
Road Fund + HB 2017	\$153,324	\$2,145	\$412,736	\$0	\$0	\$0	\$0	\$0	\$568,205
Total Project Revenues	\$153,324	\$42,164	\$595,717	\$0	\$0	\$0	\$0	\$0	\$791,205
Expenditures:									
2 - Design	\$152,901	\$2,933	\$0	\$0	\$0	\$0	\$0	\$0	\$155,834
4 - Construction	\$423	\$635,194	(\$246)	\$0	\$0	\$0	\$0	\$0	\$635,371
Total Project Expenditures	\$153,324	\$638,128	(\$247)	\$0	\$0	\$0	\$0	\$0	\$791,205

**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
Job Cost #: CI-0002-22275 Design
 CI-0003-22275 Construction

Date of Last Revision: Feb-21

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:

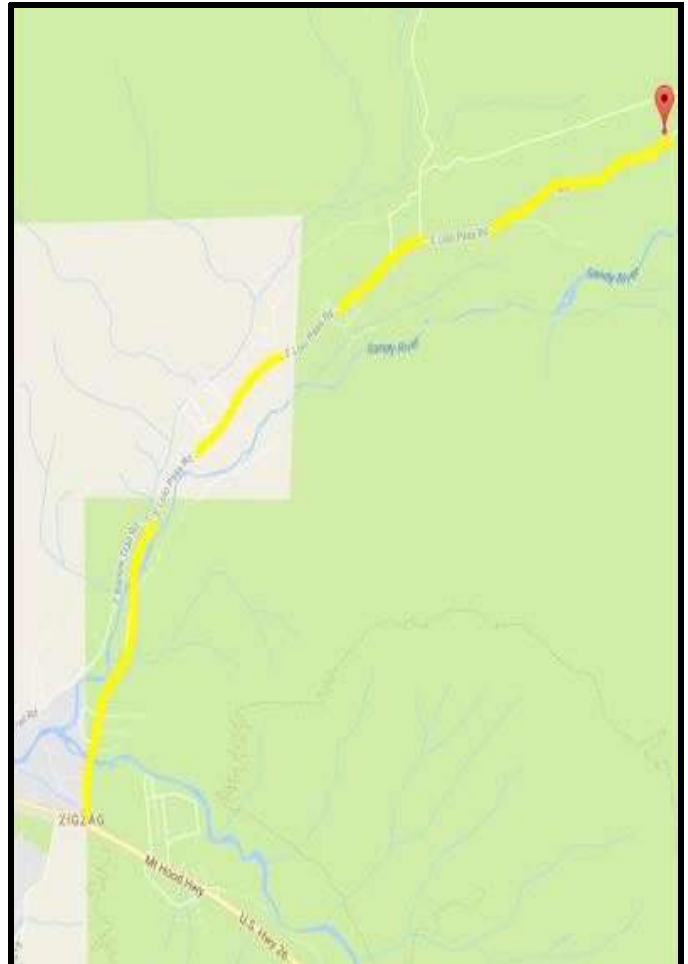
An increase in county road fund is necessary as a portion of the roadway was discovered to be out of the existing right of way, which is not reimbursible under the grant. There is also an increase in design funding to include the 30k in contingencies in this FY, which is uncertain at this point.

Environmental Impacts:

Army CORPS and DSL permits anticipated. Complete permit requirements will be determined during the design phase.

Changes Since Last Plan:

Updated budget and schedule



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jun-20	Jan-21	Aug-21
EndDate		Jun-21	Apr-21	Dec-21

Project Budget: <i>Actuals recorded thru 2.18.2021</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:									
Federal Revenues	\$0	\$0	\$299,216	\$2,942,706	\$0	\$0	\$0	\$0	\$3,241,922
Road Fund + HB 2017	\$21,164	\$0	\$309,164	\$532,481	\$0	\$0	\$0	\$0	\$862,809
Total Project Revenues	\$21,164	\$0	\$608,380	\$3,475,187	\$0	\$0	\$0	\$0	\$4,104,731
Expenditures:									
2 - Design	\$21,071	\$25,899	\$317,481	\$0	\$0	\$0	\$0	\$0	\$364,451
3 - Right of Way Purchase	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000
4 - Construction	\$0	\$0	\$250,000	\$3,475,187	\$0	\$0	\$0	\$0	\$3,725,187
Legal Fees	\$93	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$93
Total Project Expenditures	\$21,164	\$25,899	\$582,481	\$3,475,187	\$0	\$0	\$0	\$0	\$4,104,731

**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
Job Cost #: BM-2017-00023 Construction
 CI-0002-22276 Design
 CI-0004-22276 Right of Way

Date of Last Revision: Feb-21

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. After reviewing the alternative report, we have selected a modular bridge as the best option for replacement of the existing 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:

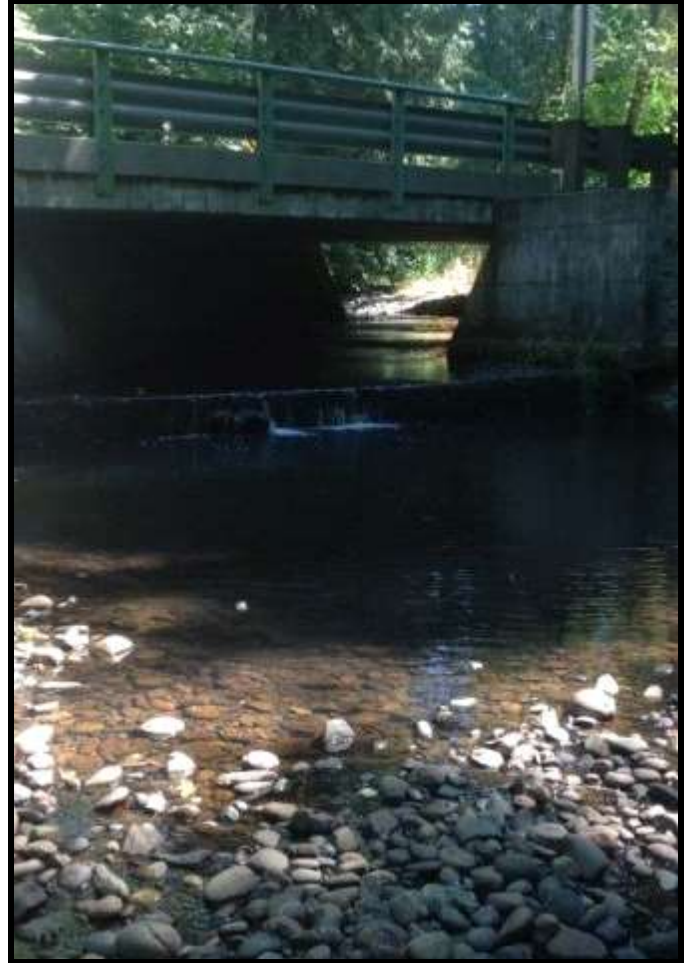
Road fund will be used for this project.

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:

This grant funding request has been applied for and reviewed by OWEB. We expect to learn of award status in March, 2021. If OWEB does not award funding, the project will be postponed until such time that grant funds are awarded. Budget increased slightly.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Feb-19	Feb-20	May-21
EndDate		Feb-21	Jun-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 2.18.2021</i>									
Revenues:									
Grant Revenue	\$0	\$0	\$35,000	\$295,000	\$0	\$0	\$0	\$0	\$330,000
Road Fund + HB 2017	\$76,904	\$14,684	\$55,614	\$340,000	\$2,000	\$0	\$0	\$0	\$489,202
Total Project Revenues	\$76,904	\$14,684	\$90,614	\$635,000	\$2,000	\$0	\$0	\$0	\$819,202
Expenditures:									
2 - Design	\$65,485	\$25,171	\$19,981	\$0	\$0	\$0	\$0	\$0	\$110,637
3 - Right of Way Purchase	\$2,520	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$22,520
4 - Construction	\$8,899	\$146	\$40,000	\$635,000	\$2,000	\$0	\$0	\$0	\$686,045
Total Project Expenditures	\$76,904	\$25,317	\$79,981	\$635,000	\$2,000	\$0	\$0	\$0	\$819,202

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: DISCONTINUED
Job Cost #: BM-2019-00001 Construction
 CI-0002-22277 Design
 CI-0004-22277 Right of Way

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 cancelled due to regulatory requirements making it unfeasible.



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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$114,386	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$114,386
Total Project Revenues	\$114,386	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$114,386
Expenditures:									
2 - Design	\$110,253	\$1,389	(\$1,389)	\$0	\$0	\$0	\$0	\$0	\$110,253
3 - Right of Way Purchase	\$8,986	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,986
4 - Construction	\$195	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$195
Total Project Expenditures	\$119,433	\$1,389	(\$1,389)	\$0	\$0	\$0	\$0	\$0	\$119,433

Project Number: 22278
Project Name: 222nd & Tillstrom 4-Way Flashers
Project Location: SE 222nd Drive & SE Tillstrom Road
Map No:

Program: 00059-DAMASCUS ROADS
Project Manager(s): Carl Olson
Budgeted in Dept: 7435 - Damascus Roads
Current Status: SUBSTANTIALLY COMPLETE
Job Cost #: CI-0002-22278 Design
 CI-0003-22278 Construction

Date of Last Revision: Aug-19

Project Description/Scope:

The scope of this project will install yellow flashing beacons on the advance warning signs prior to the intersection and red flashing beacons on the stop signs at the intersection.

Project Justification:

"The SE 222nd Drive/SE Tillstrom Road intersection is located approximately half way between OR 212 and the Multnomah County line. It is the only all-way stop-control (AWSC) intersection along SE 222nd Drive, which means it is the only place where motorists are required to stop along SE 222nd Drive. A Road Safety Audit for 222nd Drive & 242nd Avenue was completed in 2016 that suggested installing flashers in advance of and at the intersection of 222nd & Tillstrom.

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.

Install flashing beacons in advance of and at stop controlled intersections is a proven safety countermeasure that is associated with a 28% reduction in angle crashes."

Impact on Operating Budget:

This project will be funded by Damascus Road funds.

Environmental Impacts:

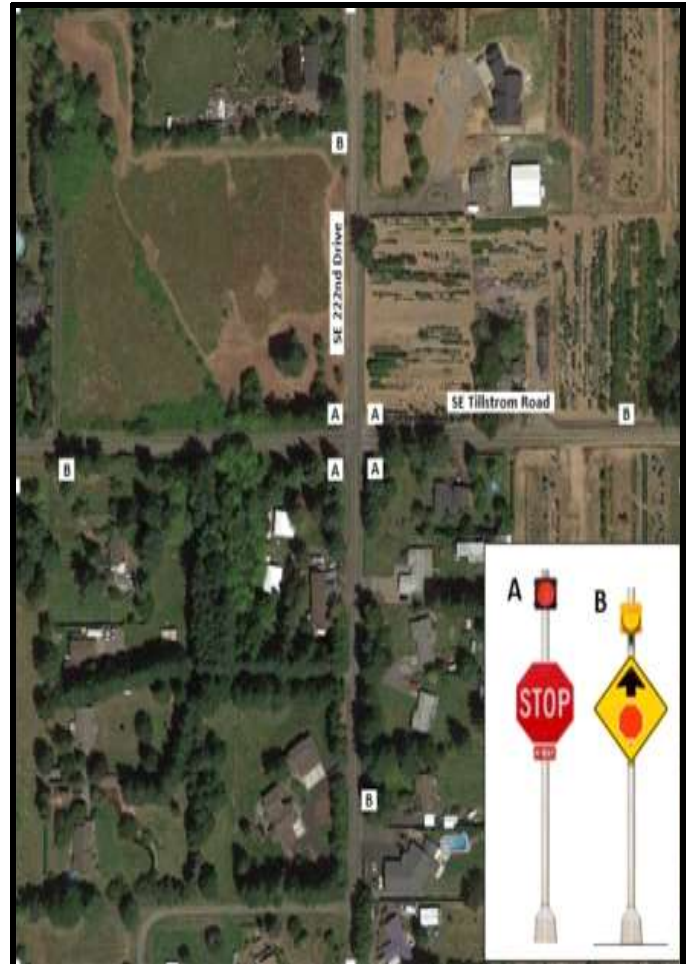
None identified. This project consists of installation of signs with flashers, foundation, and electrical conduit which is not expected to have any environmental impacts.

Changes Since Last Plan:

Updated Schedules.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jan-19		Jun-20
EndDate		Apr-20		Dec-20



**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
Job Cost #: CI-0002-22279 Design
 CI-0003-22279 Construction
 CI-0004-22279 Right of Way

Date of Last Revision: Feb-21

Project Description/Scope:

The project will develop plans for a 2" overlay of the intersection, with efforts to improve the existing negative superelevation on the southbound traffic, and installing safety measures intended to reduce crashes at the intersection. Additionally, the project will study alternative alignments for the location of the intersection as the area develops which will be included in a future update of the Transportation System Plan

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:

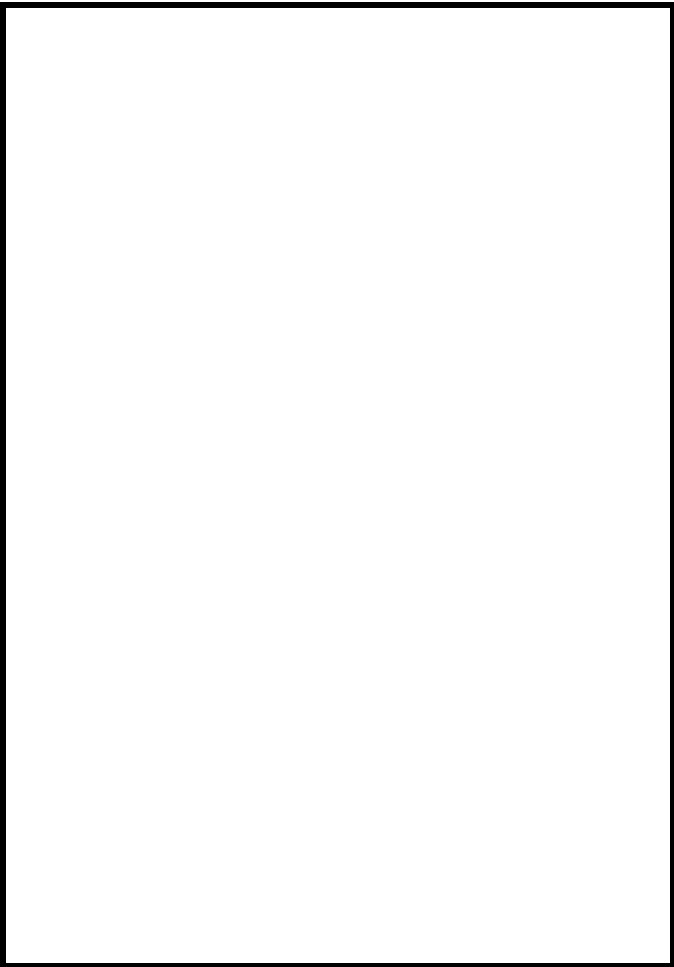
Right of way acquisition is not expected for the overlay project. Additionally, to accommodate funding restraints, the project construction window is being moved to later years.

Environmental Impacts:

Limited environmental impacts are expected. No permits are expected to be required.

Changes Since Last Plan:

A hybrid approach was chosen to move forward. Construction schedule dates match FY budget and expected construction window.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Sep-19	Mar-19	Jul-21
EndDate		Mar-21	Jun-19	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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$92,743	\$28,797	\$31,203	\$440,000	\$0	\$0	\$0	\$0	\$592,743
Total Project Revenues	\$92,743	\$28,797	\$31,203	\$440,000	\$0	\$0	\$0	\$0	\$592,743
Expenditures:									
2 - Design	\$91,135	\$28,797	\$31,203	\$0	\$0	\$0	\$0	\$0	\$151,135
3 - Right of Way Purchase	\$1,608	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,608
4 - Construction	\$0	\$0	\$0	\$440,000	\$0	\$0	\$0	\$0	\$440,000
Total Project Expenditures	\$92,743	\$28,797	\$31,203	\$440,000	\$0	\$0	\$0	\$0	\$592,743

**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
Job Cost #: CI-0002-22280 Design
 CI-0003-22280 Construction

Date of Last Revision: Feb-21

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:

No Changes



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Apr-19		May-21
EndDate		May-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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$312,454	\$25,090	\$335,991	\$1,380,000	\$0	\$0	\$0	\$0	\$2,053,535
Total Project Revenues	\$312,454	\$25,090	\$335,991	\$1,380,000	\$0	\$0	\$0	\$0	\$2,053,535
Expenditures:									
2 - Design	\$312,159	\$36,700	\$49,381	\$0	\$0	\$0	\$0	\$0	\$398,240
4 - Construction	\$294	\$0	\$275,000	\$1,380,000	\$0	\$0	\$0	\$0	\$1,655,294
Total Project Expenditures	\$312,454	\$36,700	\$324,381	\$1,380,000	\$0	\$0	\$0	\$0	\$2,053,535

**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): Carl Olson
Budgeted in Dept: 7435 - Damascus Roads
Current Status: ACTIVE
Job Cost #: CI-0002-22282 Design
 CI-0004-22282 Construction

Date of Last Revision: Feb-21

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)
 Rumble Strips: 12% 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 2020-21 YTD and Remaining. Chance we may go over County design costs a bit (currently waiting for 90% plans). Construction contractor cost estimate has not been completed yet as part of design.



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 2.18.2021</i>										
Revenues:										
Road Fund + HB 2017	\$4,507	\$44,377	\$73,581	\$272,535	\$0	\$0	\$0	\$0	\$0	\$395,000
Total Project Revenues	\$4,507	\$44,377	\$73,581	\$272,535	\$0	\$0	\$0	\$0	\$0	\$395,000
Expenditures:										
2 - Design	\$4,507	\$57,273	\$60,685	\$0	\$0	\$0	\$0	\$0	\$0	\$122,465
4 - Construction	\$0	\$0	\$0	\$272,535	\$0	\$0	\$0	\$0	\$0	\$272,535
Total Project Expenditures	\$4,507	\$57,273	\$60,685	\$272,535	\$0	\$0	\$0	\$0	\$0	\$395,000

**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
Job Cost #: CI-0002-22284 Design
 CI-0003-22284 Construction
 CI-0004-22284 Right of Way

Date of Last Revision: Feb-21

Project Description/Scope:

Two existing 42-inch diameter culverts under Rugg Road conveying Badger Creek are undersized and in poor condition. The culverts are approximately 25 feet downstream of 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:

Project has been stalled due to zero feedback from property owners to Right-of-Way staff. We recently made contact and acquired ROE's and will be starting environmental reconnaissance work in March 2021. Updated design schedule and budget numbers resulted in a slight decrease in project total.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Apr-19	Oct-19	Jun-22
EndDate		Jan-22	May-22	Nov-24

Project Budget: <i>Actuals recorded thru 2.18.2021</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	\$10,029	\$0	\$19,000	\$45,500	\$365,000	\$5,000	\$0	\$0	\$444,529
Total Project Revenues	\$10,029	\$0	\$19,000	\$45,500	\$365,000	\$5,000	\$0	\$0	\$444,529
Expenditures:									
2 - Design	\$9,918	\$357	\$14,643	\$20,500	\$0	\$0	\$0	\$0	\$45,418
3 - Right of Way Purchase	\$110	\$0	\$4,000	\$15,000	\$0	\$0	\$0	\$0	\$19,110
4 - Construction	\$0	\$0	\$0	\$10,000	\$365,000	\$5,000	\$0	\$0	\$380,000
Total Project Expenditures	\$10,029	\$357	\$18,643	\$45,500	\$365,000	\$5,000	\$0	\$0	\$444,529

**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
Job Cost #:

Date of Last Revision: Feb-21

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:

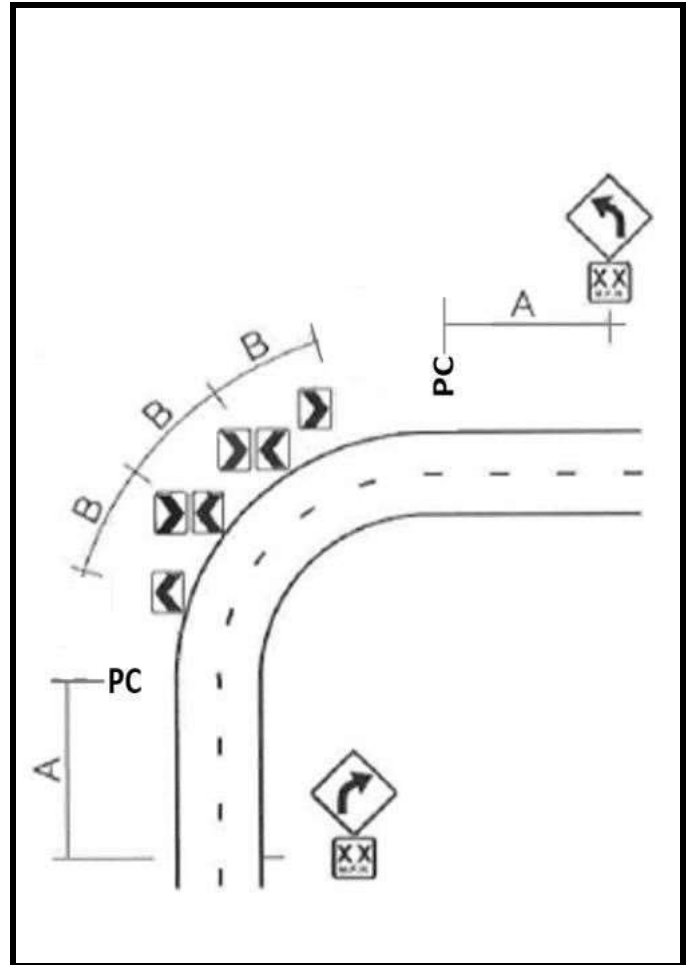
Road Funds will be used on this project.

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 and adjusted budget based on new schedule. Project increased by \$4k since last update.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Feb-20		Apr-21
EndDate		Feb-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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$37,807	\$8,933	\$52,010	\$156,027	\$0	\$0	\$0	\$0	\$254,776
Total Project Revenues	\$37,807	\$8,933	\$52,010	\$156,027	\$0	\$0	\$0	\$0	\$254,776
Expenditures:									
2 - Design	\$37,807	\$8,933	\$7,501	\$0	\$0	\$0	\$0	\$0	\$54,240
4 - Construction	\$0	\$0	\$44,509	\$156,027	\$0	\$0	\$0	\$0	\$200,536
Total Project Expenditures	\$37,807	\$8,933	\$52,010	\$156,027	\$0	\$0	\$0	\$0	\$254,776

**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: 02103-Safety Projects
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE
Job Cost #: CI-0001-22286 Planning

Date of Last Revision: Feb-21

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:

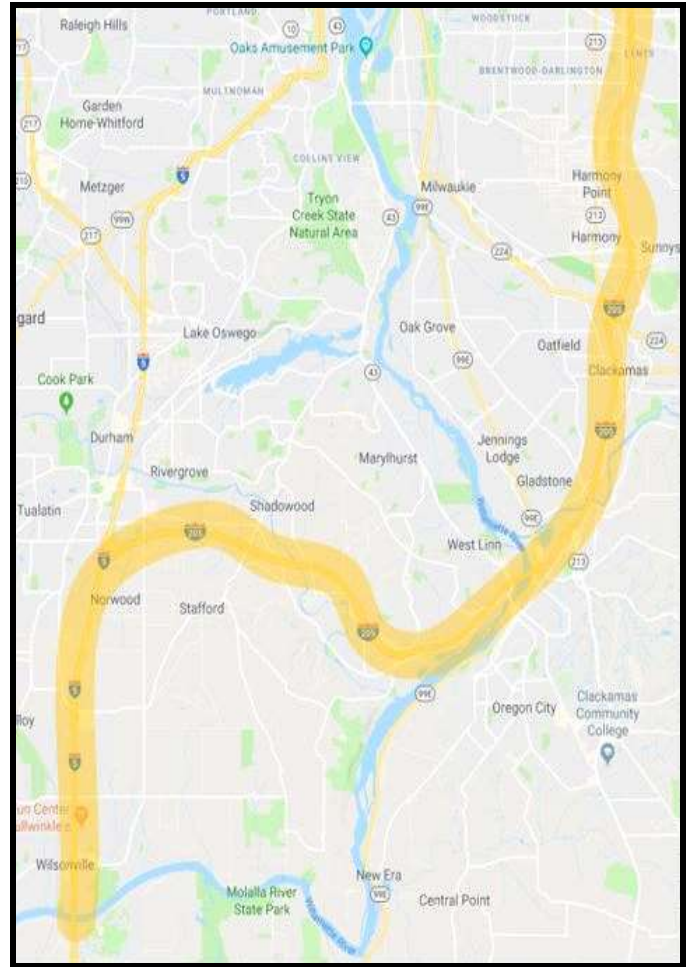
This is a planning phase project. Requires minimum local match of 10.27%. County is receiving \$400k of federal funding.

Environmental Impacts:

None.

Changes Since Last Plan:

Project agreement with ODOT signed. Advertise RFP for consultant selection by spring of 2021. Updated schedule and adjusted budget. No change in project overall total.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate	Oct-19			
EndDate	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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$1,455	\$0	\$4,178	\$31,324	\$9,213	\$0	\$0	\$0	\$46,170
Rural STP	\$0	\$0	\$44,521	\$273,677	\$80,497	\$0	\$0	\$0	\$398,695
Total Project Revenues	\$1,455	\$0	\$48,699	\$305,001	\$89,710	\$0	\$0	\$0	\$444,865
Expenditures:									
1 - Planning	\$1,455	\$918	\$47,781	\$305,000	\$89,710	\$0	\$0	\$0	\$444,864
Total Project Expenditures	\$1,455	\$918	\$47,781	\$305,000	\$89,710	\$0	\$0	\$0	\$444,864

**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: 02103-Safety Projects
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE
Job Cost #: CI-0002-22288 Design
 CI-0003-22288 Construction

Date of Last Revision: Feb-21

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:

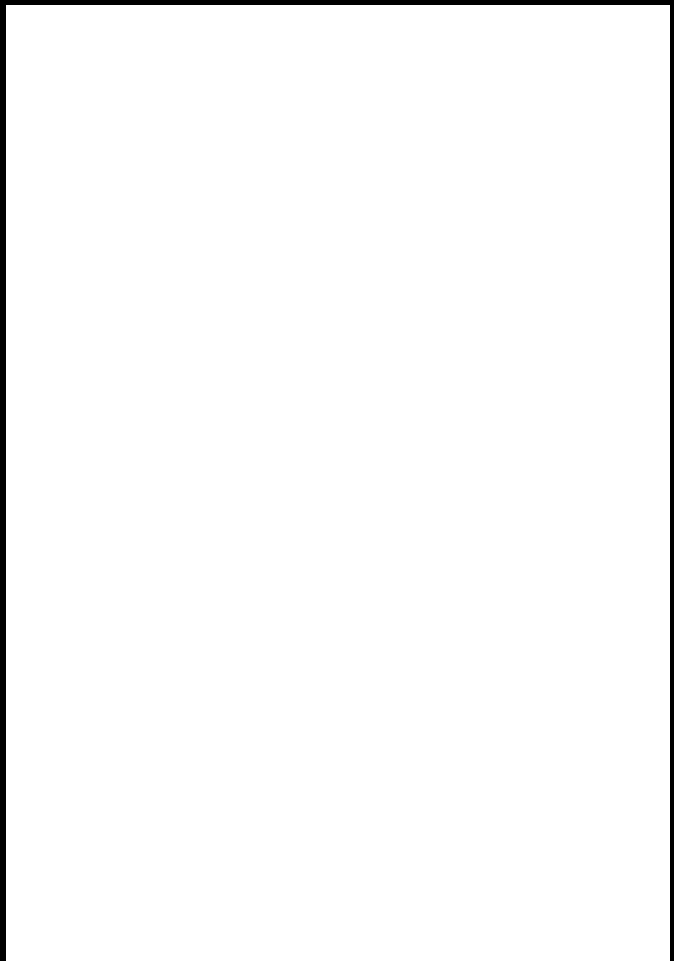
County DTD intends to use CBX group to deliver this project using design and build process. Estimate for CBX group to design and procure contract for fiber installation is approximately \$120,000. DTD staff cost during design and construction phase is estimated at \$10,000.

Environmental Impacts:

None.

Changes Since Last Plan:

PGE pole transfer underway. CBX group will bill (via interdepartment invoice) once all work is complete.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jul-19		Jan-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 2.18.2021</i>										
Revenues:										
Road Fund + HB 2017	\$825	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$0	\$130,825
Total Project Revenues	\$825	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$0	\$130,825
Expenditures:										
2 - Design	\$323	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,323
4 - Construction	\$502	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$120,502
Total Project Expenditures	\$825	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$0	\$130,825

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22289
Project Name: Fuller & Causey Crosswalk
Project Location: SE Fuller Rd
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): Michael Ward
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE
Job Cost #: CI-0002-22289 Design
 CI-0003-22289 Construction
 CI-0004-22289 Right of Way

Date of Last Revision: Feb-21

Project Description/Scope:

A Safe Routes to School (SRTS) study was performed at Lot Witcomb Elementary School in 2017 that identified the need for an enhanced crossing on the south leg of the intersection of SE Fuller Rd and SE Causey Ave/SE Harmony Dr. A SRTS Program Grant was obtained and the project will consist of advance warning signs, rectangular rapid flashing beacons, a center lane pedestrian refuge and curb ramps on the east and west side of SE Fuller Rd. The executed grant with ODOT (Agreement No. 33116) was executed March 18, 2019 and requires construction contract award within 104 weeks of Agreement Execution (March 15, 2021) and project completion by 2/18/2022.

Project Justification:

As part of the Safe Routes to School program, the project will create an enhanced crosswalk to increase visibility and safety of students traveling to and from school.

Impact on Operating Budget:

The grant provides SRTS Funds up to a maximum amount of \$148,470 for the project. A minimum 20% match is required and will come from the County Road Fund. Ongoing maintenance impacts will include monthly electric meter fees, additional signs to be maintained, and periodic maintenance of crosswalk striping.

Environmental Impacts:

The project is expected to be largely replacing existing impervious surfaces in a built environment, so environmental impacts should be limited.

Changes Since Last Plan:

Construction expected to be entirely in FY 21/22.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Sep-19	Nov-20	Jul-21
EndDate		Jun-21	Apr-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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$29,063	\$0	\$7,729	\$25,030	\$0	\$0	\$0	\$0	\$61,822
State Revenues	\$0	\$0	\$43,796	\$79,970	\$0	\$0	\$0	\$0	\$123,766
Total Project Revenues	\$29,063	\$0	\$51,525	\$105,000	\$0	\$0	\$0	\$0	\$185,588
Expenditures:									
2 - Design	\$29,063	\$22,034	\$16,992	\$0	\$0	\$0	\$0	\$0	\$68,088
3 - Right of Way Purchase	\$0	\$400	\$12,100	\$0	\$0	\$0	\$0	\$0	\$12,500
4 - Construction	\$0	\$0	\$0	\$105,000	\$0	\$0	\$0	\$0	\$105,000
Total Project Expenditures	\$29,063	\$22,434	\$29,092	\$105,000	\$0	\$0	\$0	\$0	\$185,588

**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
Job Cost #: CI-0002-22291 Design
 CI-0003-22291 Construction
 CI-0004-22291 Right of Way

Date of Last Revision: Feb-21

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 and budget increase slightly.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Feb-20	Aug-20	Jun-22
EndDate		Jun-21	Mar-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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$34,181	\$3,882	\$102,310	\$14,091	\$339,285	\$0	\$0	\$0	\$493,749
Countywide SDCs	\$17,482	\$1,725	\$43,786	\$6,039	\$145,408	\$0	\$0	\$0	\$214,440
Total Project Revenues	\$51,663	\$5,608	\$146,095	\$20,130	\$484,693	\$0	\$0	\$0	\$708,189
Expenditures:									
2 - Design	\$51,663	\$35,849	\$115,854	\$0	\$0	\$0	\$0	\$0	\$203,366
3 - Right of Way Purchase	\$0	\$0	\$0	\$20,130	\$0	\$0	\$0	\$0	\$20,130
4 - Construction	\$0	\$0	\$0	\$0	\$484,693	\$0	\$0	\$0	\$484,693
Total Project Expenditures	\$51,663	\$35,849	\$115,854	\$20,130	\$484,693	\$0	\$0	\$0	\$708,189

**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
Job Cost #: CI-0002-22292 Design
 CI-0003-22292 Construction
 CI-0004-22292 Right of Way

Date of Last Revision: Feb-21

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:

Updated budget, Construction increase related to recent cost estimate, increase of \$300k.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Aug-20	Nov-20	May-21
EndDate		May-21	May-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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$1,526	\$55,375	\$186,536	\$835,000	\$0	\$0	\$0	\$0	\$1,078,437
Total Project Revenues	\$1,526	\$55,375	\$186,536	\$835,000	\$0	\$0	\$0	\$0	\$1,078,437
Expenditures:									
2 - Design	\$1,526	\$62,192	\$169,719	\$0	\$0	\$0	\$0	\$0	\$233,437
3 - Right of Way Purchase	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
4 - Construction	\$0	\$0	\$0	\$835,000	\$0	\$0	\$0	\$0	\$835,000
Total Project Expenditures	\$1,526	\$62,192	\$179,719	\$835,000	\$0	\$0	\$0	\$0	\$1,078,437

**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
Job Cost #: CI-0002-22294 Design
 CI-0003-22294 Construction
 CI-0004-22294 Right of Way

Date of Last Revision: Feb-21

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:

Consultant design fee increased \$65,000 as part of A&E negotiations. ROW fee increased \$117,000 with inclusion of additional files. \$182,000 additional funds added to overall budget.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Dec-20	Oct-21	Jun-23
EndDate		Feb-22	Nov-22	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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$52,361	\$31,268	\$91,594	\$321,252	\$2,610	\$849,448	\$0	\$0	\$1,348,533
Total Project Revenues	\$52,361	\$31,268	\$91,594	\$321,252	\$2,610	\$849,448	\$0	\$0	\$1,348,533
Expenditures:									
2 - Design	\$52,361	\$31,268	\$88,984	\$146,682	\$0	\$0	\$0	\$0	\$319,295
3 - Right of Way Purchase	\$0	\$0	\$2,610	\$174,570	\$0	\$0	\$0	\$0	\$177,180
4 - Construction	\$0	\$0	\$0	\$0	\$2,610	\$849,448	\$0	\$0	\$852,058
Total Project Expenditures	\$52,361	\$31,268	\$91,594	\$321,252	\$2,610	\$849,448	\$0	\$0	\$1,348,533

**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): Stephen Williams/David Queener
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #: CI-0002-22296 Design
 CI-0003-22296 Construction
 CI-0004-22296 Right of Way

Date of Last Revision: Feb-21

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
Start Date		Jan-20		
End Date		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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$100,000
Total Project Revenues	\$0	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$100,000
Expenditures:									
2 - Design	\$0	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$100,000
Total Project Expenditures	\$0	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$100,000

**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
Job Cost #: CI-0002-22297 Design
 CI-0003-22297 Construction
 CI-0004-22297 Right of Way

Date of Last Revision: Feb-21

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.

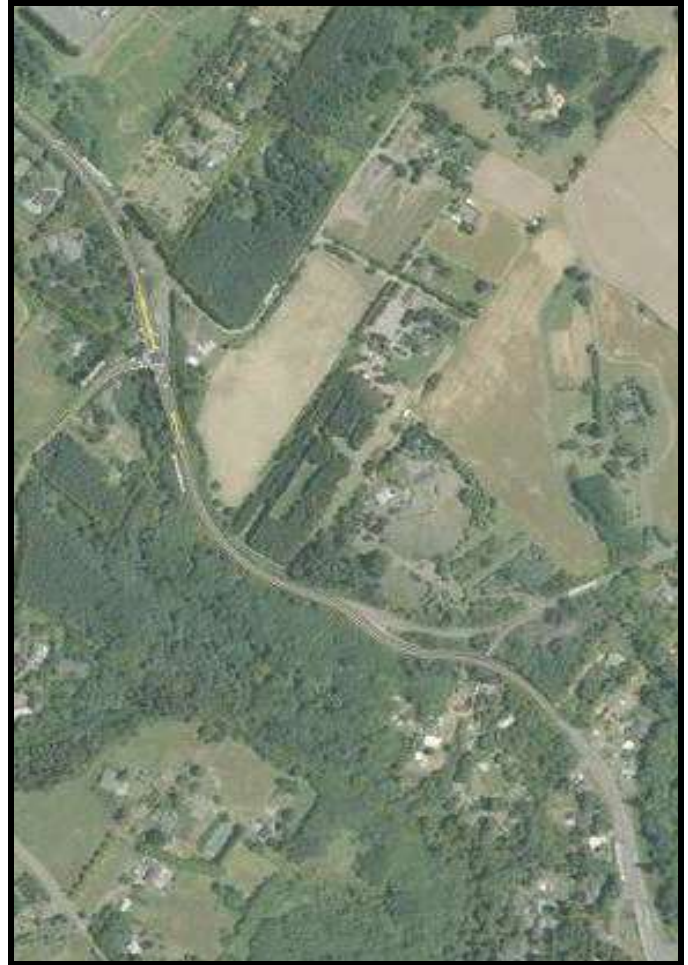
Bike lanes will be added along SW Stafford Rd between Pattulo Wy and Rosemont Rd.

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:

No Changes

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jul-20	Jul-21	Jan-23
EndDate		Jun-22	Sep-22	Dec-24

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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$2,401	\$5,639	\$531,156	\$856,077	\$2,502,855	\$2,197,255	\$352,000	\$0	\$6,447,383
Countywide SDCs	\$2,303	\$3,172	\$294,706	\$465,503	\$1,407,855	\$1,235,955	\$198,000	\$0	\$3,607,494
Total Project Revenues	\$4,703	\$8,810	\$825,863	\$1,321,580	\$3,910,710	\$3,433,210	\$550,000	\$0	\$10,054,876
Expenditures:									
2 - Design	\$4,703	\$35,802	\$798,871	\$844,080	\$0	\$0	\$0	\$0	\$1,683,456
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	\$4,703	\$35,802	\$798,871	\$1,321,580	\$3,910,710	\$3,433,210	\$550,000	\$0	\$10,054,876

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22299
Project Name: Johnson Creek Blvd (82nd Ave to ECM) Improvements
Project Location: Johnson Creek Blvd from 82nd Ave to Mult. Co. Line
Map No: 4, 5, 6

Program: 02052-CRF CONGESTION PROJE
Project Manager(s): Jonathan Hangartner
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #: CI-0002-22299 Design
 CI-0003-22299 Construction
 CI-0004-22299 Right of Way

Date of Last Revision: Feb-21

Project Description/Scope:

Johnson Creek Blvd is an Arterial with heavy volumes of vehicle traffic. Johnson Creek Blvd lacks a center turn-lane, bike lanes, and sidewalks between Bell Ave and 55th Ave. The ADA ramps between 82nd Ave and Bell Ave are likely non-compliant with ADA standards. These ramps need to be inventoried for compliance with ADA standards, and retrofited or replaced to be in compliance with ADA standards. The signalized corners need to be modified to meet ADA requirements for pedestrian push button reach, height and level landing.

The roadway pavement along Johnson Creek Blvd between 82nd Ave and Multnomah County Line is in need of resurfacing in order to provide a safer and more comfortable facility and also preserve the roadway structure. Bell Ave between Johnson Creek Blvd and Alberta Ave also needs to be resurfaced for improved safety, comfort, and roadway preservation.

Project Justification:

The project will widen Johnson Creek Blvd to three lanes from Bell Ave to 55th Ave, add bike lanes on both sides, and sidewalk on the north side only. ADA ramps from 82nd Ave to Bell Ave will be inventoried with compliance with ADA standards, and retrofited or replaced to be in compliance with ADA standards. The signalized corners will be modified to meet ADA requirements for pedestrian push button reach, height and level landing.

The roadway pavement along Johnson Creek Blvd between 82nd Ave and Multnomah County Line will be resurfaced in order to provide a safer and more comfortable facility and also preserve the roadway structure. Bell Ave between Johnson Creek Blvd and Alberta Ave will also be resurfaced for improved safety, comfort, and roadway preservation.

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:

No Changes to project total. Reassigned PM.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jul-22	Jul-23	Mar-25
EndDate		Nov-24	Nov-24	Jun-26



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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$0	\$0	\$455,000	\$730,000	\$475,000	\$2,583,125	\$2,583,125	\$6,826,250
Road Fund + HB 2017	\$0	\$0	\$0	\$250,000	\$800,000	\$0	\$500,000	\$5,399,313	\$6,949,313
Total Project Revenues	\$0	\$0	\$0	\$705,000	\$1,530,000	\$475,000	\$3,083,125	\$7,982,438	\$13,775,563
Expenditures:									
2 - Design	\$0	\$0	\$0	\$705,000	\$955,000	\$0	\$0	\$0	\$1,660,000
3 - Right of Way Purchase	\$0	\$0	\$0	\$0	\$575,000	\$475,000	\$0	\$7,982,438	\$9,032,438
4 - Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,083,125	\$0	\$3,083,125
Total Project Expenditures	\$0	\$0	\$0	\$705,000	\$1,530,000	\$475,000	\$3,083,125	\$7,982,438	\$13,775,563

Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26

Project Number: 22299
Project Name: Johnson Creek Blvd (82nd Ave to ECM) Improvements
Project Location: Johnson Creek Blvd from 82nd Ave to Mult. Co. Line
Map No: 4, 5, 6

Program: 02052-CRF CONGESTION PROJE
Project Manager(s): Jonathan Hangartner
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #: CI-0002-22299 Design
CI-0003-22299 Construction
CI-0004-22299 Right of Way

**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
Job Cost #: CI-0002-22300 Design
 CI-0003-22300 Construction
 CI-0004-22300 Right of Way

Date of Last Revision: Feb-21

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:

Design work pushed back, having less impact on current year and greater impact on later years of design phase.

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 schedule and budget



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jun-20	Jul-22	Feb-24
EndDate		Dec-23	Dec-23	Dec-24

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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$3,813	\$4,424	\$28,315	\$569,893	\$205,000	\$1,162,500	\$1,162,500	\$0	\$3,136,445
Total Project Revenues	\$3,813	\$4,424	\$28,315	\$569,893	\$205,000	\$1,162,500	\$1,162,500	\$0	\$3,136,445
Expenditures:									
2 - Design	\$3,813	\$4,424	\$28,315	\$464,893	\$100,000	\$0	\$0	\$0	\$601,445
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	\$3,813	\$4,424	\$28,315	\$569,893	\$205,000	\$1,162,500	\$1,162,500	\$0	\$3,136,445

**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
Job Cost #: CI-0002-22302 Design
 CI-0003-22302 Construction

Date of Last Revision: Feb-21

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:

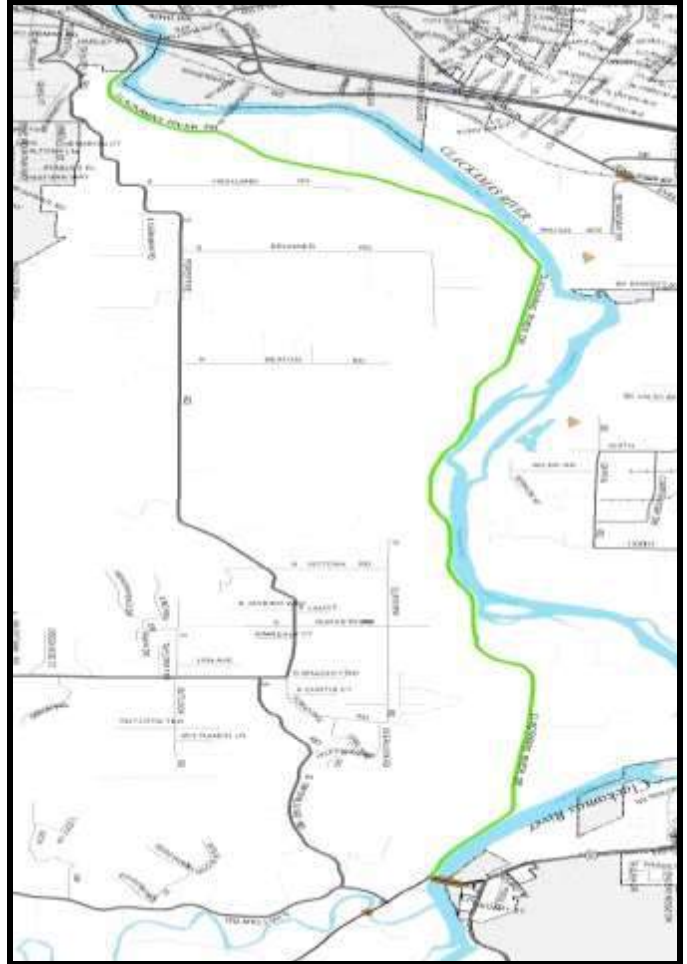
This project is being funded through HB2017 + Road Fund.

Environmental Impacts:

None.

Changes Since Last Plan:

Project is complete need to do JE to move Paving actuals over to reflect correct budget.



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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$222,554	\$0	\$658,660	\$0	\$0	\$0	\$0	\$0	\$881,214
Total Project Revenues	\$222,554	\$0	\$658,660	\$0	\$0	\$0	\$0	\$0	\$881,214
Expenditures:									
2 - Design	\$96,985	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$96,985
4 - Construction	\$125,569	\$19,531	\$619,598	\$0	\$0	\$0	\$0	\$0	\$764,698
Internal County Contracted Svc	\$0	\$0	\$19,531	\$0	\$0	\$0	\$0	\$0	\$19,531
Total Project Expenditures	\$222,554	\$19,531	\$639,129	\$0	\$0	\$0	\$0	\$0	\$881,214

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: SUBSTANTIALLY COMPLETE
Job Cost #: CI-0002-22304 Design
CI-0003-22304 Construction

Date of Last Revision: Feb-21

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:

Project completed



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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$317,954	\$870,797	\$32,803	\$0	\$0	\$0	\$0	\$0	\$1,221,554
Total Project Revenues	\$317,954	\$870,797	\$32,803	\$0	\$0	\$0	\$0	\$0	\$1,221,554
Expenditures:									
2 - Design	\$42,018	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,018
4 - Construction	\$275,935	\$903,600	\$0	\$0	\$0	\$0	\$0	\$0	\$1,179,535
Total Project Expenditures	\$317,954	\$903,600	\$0	\$0	\$0	\$0	\$0	\$0	\$1,221,554

**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
Job Cost #: CI-0002-22306 Design
 CI-0003-22306 Construction

Date of Last Revision: Feb-21

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:

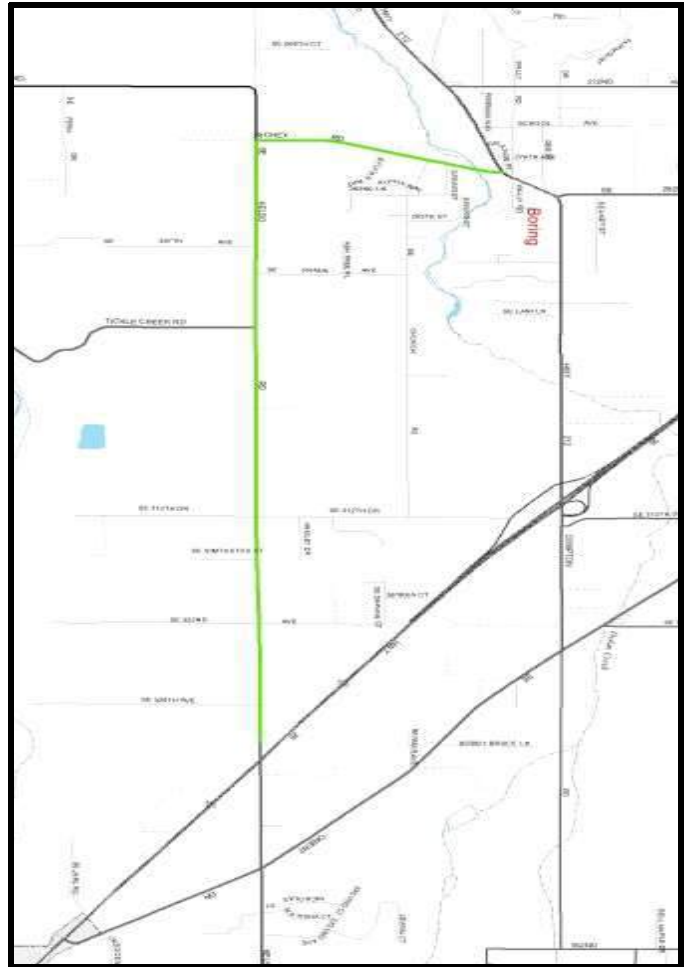
This project is being funded through HB 2017/County Road fund.

Environmental Impacts:

None.

Changes Since Last Plan:

Revised budget from \$3.5M to \$1.5M



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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$0	\$47,175	\$319,522	\$0	\$0	\$0	\$0	\$0	\$366,697
Rural STP	\$0	\$0	\$0	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000
Total Project Revenues	\$0	\$47,175	\$319,522	\$1,200,000	\$0	\$0	\$0	\$0	\$1,566,697
Expenditures:									
2 - Design	\$0	\$49,370	\$75,144	\$0	\$0	\$0	\$0	\$0	\$124,514
4 - Construction	\$0	\$0	\$213,000	\$1,100,000	\$0	\$0	\$0	\$0	\$1,313,000
Internal County Contracted Svc	\$0	\$0	\$29,183	\$100,000	\$0	\$0	\$0	\$0	\$129,183
Total Project Expenditures	\$0	\$49,370	\$317,327	\$1,200,000	\$0	\$0	\$0	\$0	\$1,566,697

**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
Job Cost #: CI-0002-22308 Design
 CI-0003-22308 Construction

Date of Last Revision: Feb-21

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:

Revised budget. Project decreased by \$200k.



Project Schedule:	Planning	Design	Right of Way	Construction
	StartDate		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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$28,678	\$175,101	\$269,350	\$0	\$0	\$0	\$0	\$473,129
Total Project Revenues	\$0	\$28,678	\$175,101	\$269,350	\$0	\$0	\$0	\$0	\$473,129
Expenditures:									
2 - Design	\$0	\$27,691	\$55,065	\$0	\$0	\$0	\$0	\$0	\$82,756
4 - Construction	\$0	\$0	\$87,000	\$235,000	\$0	\$0	\$0	\$0	\$322,000
Internal County Contracted Svc	\$0	\$987	\$33,036	\$34,350	\$0	\$0	\$0	\$0	\$68,373
Total Project Expenditures	\$0	\$28,678	\$175,101	\$269,350	\$0	\$0	\$0	\$0	\$473,129

**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
Job Cost #: CI-0002-22309 Design
 CI-0003-22309 Construction

Date of Last Revision: Feb-21

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:

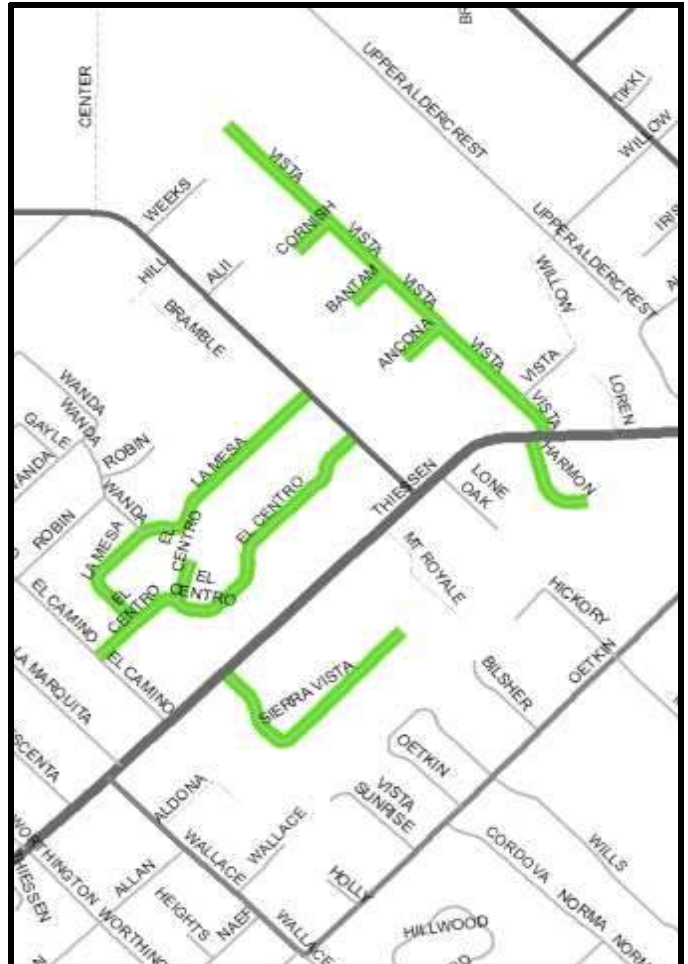
This project is being funded through the Community Road Fund.

Environmental Impacts:

None.

Changes Since Last Plan:

Revised budget. Went from \$783k to \$1.9M 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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$41,762	\$351,689	\$1,515,000	\$0	\$0	\$0	\$0	\$1,908,451
Total Project Revenues	\$0	\$41,762	\$351,689	\$1,515,000	\$0	\$0	\$0	\$0	\$1,908,451
Expenditures:									
2 - Design	\$0	\$41,762	\$77,544	\$0	\$0	\$0	\$0	\$0	\$119,306
4 - Construction	\$0	\$0	\$237,145	\$1,380,000	\$0	\$0	\$0	\$0	\$1,617,145
Internal County Contracted Svc	\$0	\$0	\$37,000	\$135,000	\$0	\$0	\$0	\$0	\$172,000
Total Project Expenditures	\$0	\$41,762	\$351,689	\$1,515,000	\$0	\$0	\$0	\$0	\$1,908,451

**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
Job Cost #: CI-0002-22310 Design
 CI-0003-22310 Construction

Date of Last Revision: Feb-21

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:

Revised budget, slight increase.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Sep-20		May-22
EndDate		Oct-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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$0	\$0	\$133,016	\$246,000	\$722,149	\$0	\$0	\$1,101,165
Total Project Revenues	\$0	\$0	\$0	\$133,016	\$246,000	\$722,149	\$0	\$0	\$1,101,165
Expenditures:									
2 - Design	\$0	\$0	\$0	\$129,516	\$0	\$0	\$0	\$0	\$129,516
4 - Construction	\$0	\$0	\$0	\$0	\$226,500	\$678,759	\$0	\$0	\$905,259
Internal County Contracted Svc	\$0	\$0	\$0	\$3,500	\$19,500	\$43,390	\$0	\$0	\$66,390
Total Project Expenditures	\$0	\$0	\$0	\$133,016	\$246,000	\$722,149	\$0	\$0	\$1,101,165

**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
Job Cost #: CI-0002-22311 Design
 CI-0003-22311 Construction

Date of Last Revision: Feb-21

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:

Revised design budget & design schedule. Budget increased by \$100K.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Sep-20		May-22
EndDate		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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$0	\$0	\$291,572	\$595,728	\$0	\$0	\$0	\$887,300
Total Project Revenues	\$0	\$0	\$0	\$291,572	\$595,728	\$0	\$0	\$0	\$887,300
Expenditures:									
2 - Design	\$0	\$0	\$0	\$185,572	\$0	\$0	\$0	\$0	\$185,572
4 - Construction	\$0	\$0	\$0	\$103,000	\$546,228	\$0	\$0	\$0	\$649,228
Internal County Contracted Svc	\$0	\$0	\$0	\$3,000	\$49,500	\$0	\$0	\$0	\$52,500
Total Project Expenditures	\$0	\$0	\$0	\$291,572	\$595,728	\$0	\$0	\$0	\$887,300

**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
Job Cost #: CI-0002-22314 Design
 CI-0003-22314 Construction

Date of Last Revision: Feb-21

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:

Added Right of way schedule.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Apr-20	Feb-21	Apr-21
EndDate		Dec-20	Jul-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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$21,185	\$19,812	\$242,336	\$714,371	\$0	\$0	\$0	\$0	\$997,704
Road Fund + HB 2017	\$50,736	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,736
Total Project Revenues	\$71,921	\$19,812	\$242,336	\$714,371	\$0	\$0	\$0	\$0	\$1,048,440
Expenditures:									
2 - Design	\$71,921	\$34,943	\$89,605	\$27,500	\$0	\$0	\$0	\$0	\$223,969
3 - Right of Way Purchase	\$0	\$0	\$13,600	\$0	\$0	\$0	\$0	\$0	\$13,600
4 - Construction	\$0	\$0	\$65,000	\$664,371	\$0	\$0	\$0	\$0	\$729,371
Internal County Contracted Svc	\$0	\$3,551	\$55,449	\$22,500	\$0	\$0	\$0	\$0	\$81,500
Total Project Expenditures	\$71,921	\$38,495	\$223,653	\$714,371	\$0	\$0	\$0	\$0	\$1,048,440

**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
Job Cost #: CI-0002-22318 Design
 CI-0003-22318 Construction

Date of Last Revision: Feb-21

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:

All equipment except for some static signs have been purchased. Moved \$1,000 to contractor construction to cover estimated cost of sign materials. Work remaining is install of signs, conversion of signal timing from old signal controller to new, deployment of signal controller, configuration of newly hung radar, and demo of old detection.



Project Schedule:	Planning	Design	Right of Way	Construction
	StartDate		Jan-20	
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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$63,503	\$0	\$24,719	\$0	\$0	\$0	\$0	\$0	\$88,222
Total Project Revenues	\$63,503	\$0	\$24,719	\$0	\$0	\$0	\$0	\$0	\$88,222
Expenditures:									
2 - Design	\$1,155	\$174	\$3,671	\$0	\$0	\$0	\$0	\$0	\$5,000
4 - Construction	\$62,349	\$9,778	\$11,096	\$0	\$0	\$0	\$0	\$0	\$83,223
Total Project Expenditures	\$63,503	\$9,953	\$14,766	\$0	\$0	\$0	\$0	\$0	\$88,222

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22319
Project Name: 72nd & Luther Intersection Safety Improvements
Project Location: SE 72nd Ave and SE Luther Rd
Map No:

Program: 02123-HB2017 SAFETY PROJECT
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE
Job Cost #: CI-0002-22319 Design
 CI-0003-22319 Construction

Date of Last Revision: Feb-21

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 near the top of 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 HB2017 + Road fund.

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:

No Changes



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jul-21		Mar-22
EndDate		Feb-22		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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$0	\$0	\$0	\$26,860	\$0	\$0	\$0	\$0	\$26,860
Total Project Revenues	\$0	\$0	\$0	\$26,860	\$0	\$0	\$0	\$0	\$26,860
Expenditures:									
2 - Design	\$0	\$0	\$0	\$8,000	\$0	\$0	\$0	\$0	\$8,000
4 - Construction	\$0	\$0	\$0	\$18,860	\$0	\$0	\$0	\$0	\$18,860
Total Project Expenditures	\$0	\$0	\$0	\$26,860	\$0	\$0	\$0	\$0	\$26,860

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: SUBSTANTIALLY COMPLETE
Job Cost #: CI-0002-22321 Design
CI-0003-22321 Construction

Date of Last Revision: Feb-21

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:

Project substantially complete. In-house signal timing conversion and street sign installation left on this project.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jan-20		Feb-20
EndDate		Jun-21		Mar-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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$43,261	\$20,559	\$18,441	\$0	\$0	\$0	\$0	\$0	\$82,261
Total Project Revenues	\$43,261	\$20,559	\$18,441	\$0	\$0	\$0	\$0	\$0	\$82,261
Expenditures:									
2 - Design	\$1,844	\$5,594	(\$2,421)	\$0	\$0	\$0	\$0	\$0	\$5,017
4 - Construction	\$41,417	\$14,965	\$20,862	\$0	\$0	\$0	\$0	\$0	\$77,244
Total Project Expenditures	\$43,261	\$20,559	\$18,441	\$0	\$0	\$0	\$0	\$0	\$82,261

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22322
Project Name: 362 Paved Shoulders & Safety Improvements
Project Location: Skogan to OR 211
Map No:

Program: 02051-CRF STRATEGIC INVESTM
Project Manager(s): Robert Knorr
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #: CI-0002-22322 Design
 CI-0003-22322 Construction

Date of Last Revision: Feb-21

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.

This project will also fund the investigation and evaluation of safety issues at the intersection of SE 362nd Ave and SE Colorado Rd, 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:

Adding shoulders to this section of 362nd will result in a safer roadway for all users of the roadway, especially vehicles and bicyclists.

This intersection of 362nd and Colorado 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:

The project will be funded through the Strategic Investment Fund established by the Community Road Fund.

The paved shoulders will be matched by System Development Charges (SDCs). The road is 29.4% SDC eligible.

Environmental Impacts:

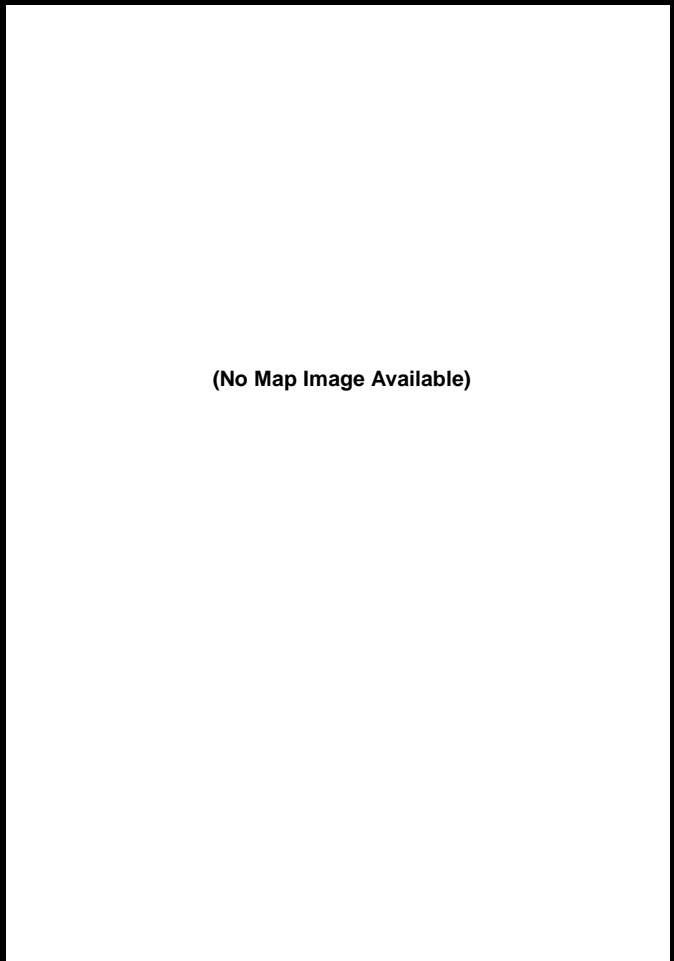
Environmental impacts will be investigated, including wetlands, with a wider project footprint. If needed, environmental permits will be applied for and obtained in the design phase.

Changes Since Last Plan:

Combined 362nd Paved Shoulders Project with 362nd & Colorado Intersection Safety Improvements Project. Updated Project Description, Project Justification, Impact on Operating Budget, and Project Budget.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Dec-20	Aug-21	May-22
EndDate		Mar-22	Mar-22	Jun-23



Project Budget: <i>Actuals recorded thru 2.18.2021</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)	\$81	\$1,488	\$52,752	\$245,521	\$837,671	\$0	\$0	\$0	\$1,137,513
Countywide SDCs	\$0	\$0	\$22,587	\$102,242	\$348,832	\$0	\$0	\$0	\$473,661
Total Project Revenues	\$81	\$1,488	\$75,339	\$347,763	\$1,186,503	\$0	\$0	\$0	\$1,611,174
Expenditures:									
2 - Design	\$81	\$1,488	\$75,339	\$136,116	\$0	\$0	\$0	\$0	\$213,024
3 - Right of Way Purchase	\$0	\$0	\$0	\$14,662	\$4,593	\$0	\$0	\$0	\$19,255
4 - Construction	\$0	\$0	\$0	\$196,985	\$1,181,910	\$0	\$0	\$0	\$1,378,895
Total Project Expenditures	\$81	\$1,488	\$75,339	\$347,763	\$1,186,503	\$0	\$0	\$0	\$1,611,174

**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
Job Cost #: CI-0002-22323 Design
 CI-0003-22323 Construction

Date of Last Revision: Feb-21

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 and adjusted budget based on new schedule. Construction phase moved to 21/22 FY. No changes to overall project total.



Project Schedule:	Planning	Design	Right of Way	Construction
	StartDate		Feb-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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$389	\$0	\$8,000	\$18,860	\$0	\$0	\$0	\$0	\$27,249
Total Project Revenues	\$389	\$0	\$8,000	\$18,860	\$0	\$0	\$0	\$0	\$27,249
Expenditures:									
2 - Design	\$389	\$0	\$8,000	\$0	\$0	\$0	\$0	\$0	\$8,389
4 - Construction	\$0	\$0	\$0	\$18,860	\$0	\$0	\$0	\$0	\$18,860
Total Project Expenditures	\$389	\$0	\$8,000	\$18,860	\$0	\$0	\$0	\$0	\$27,249

**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
Job Cost #: CI-0002-22324 Design
 CI-0003-22324 Construction

Date of Last Revision: Feb-21

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:

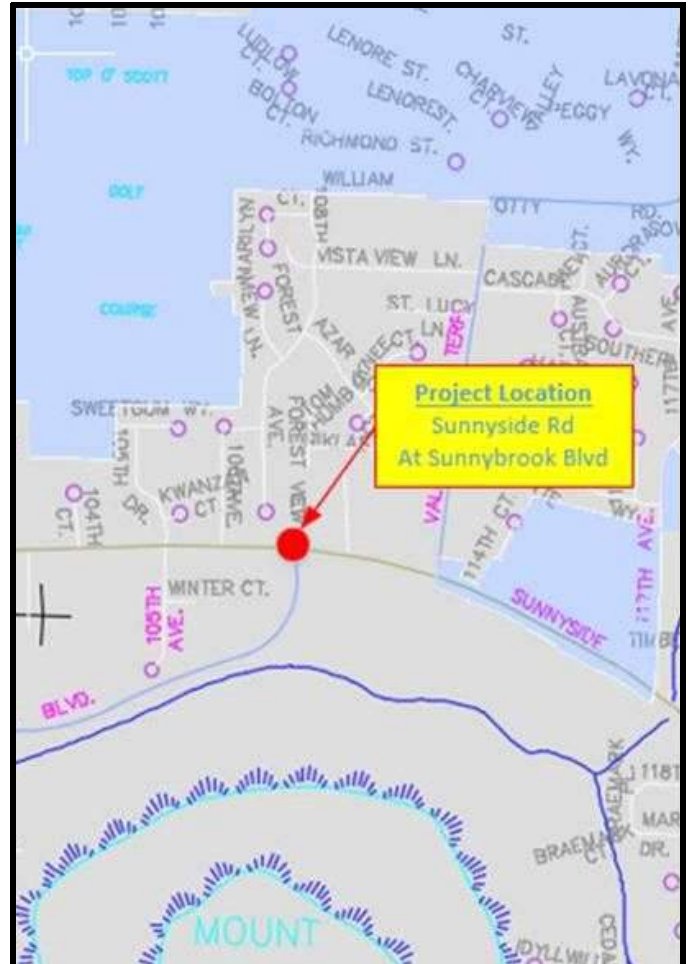
This project is being funded through HB2017 + Road Fund.

Environmental Impacts:

None anticipated

Changes Since Last Plan:

All materials except for advance static signing and mounts have been purchased. These will need to be installed, new radar configured, and signal timing modified. Adjust amounts in categories but overall project cost remains the same.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jan-20		Feb-20
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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$38,006	\$0	\$16,000	\$0	\$0	\$0	\$0	\$0	\$54,006
Total Project Revenues	\$38,006	\$0	\$16,000	\$0	\$0	\$0	\$0	\$0	\$54,006
Expenditures:									
2 - Design	\$2,315	\$501	(\$501)	\$0	\$0	\$0	\$0	\$0	\$2,315
4 - Construction	\$35,691	\$5,112	\$10,888	\$0	\$0	\$0	\$0	\$0	\$51,691
Total Project Expenditures	\$38,006	\$5,613	\$10,387	\$0	\$0	\$0	\$0	\$0	\$54,006

Project Number: 22325
Project Name: Bob Schumacher & 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: SUBSTANTIALLY COMPLETE
Job Cost #: CI-0002-22325 Design
CI-0003-22325 Construction

Date of Last Revision: Feb-21

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:

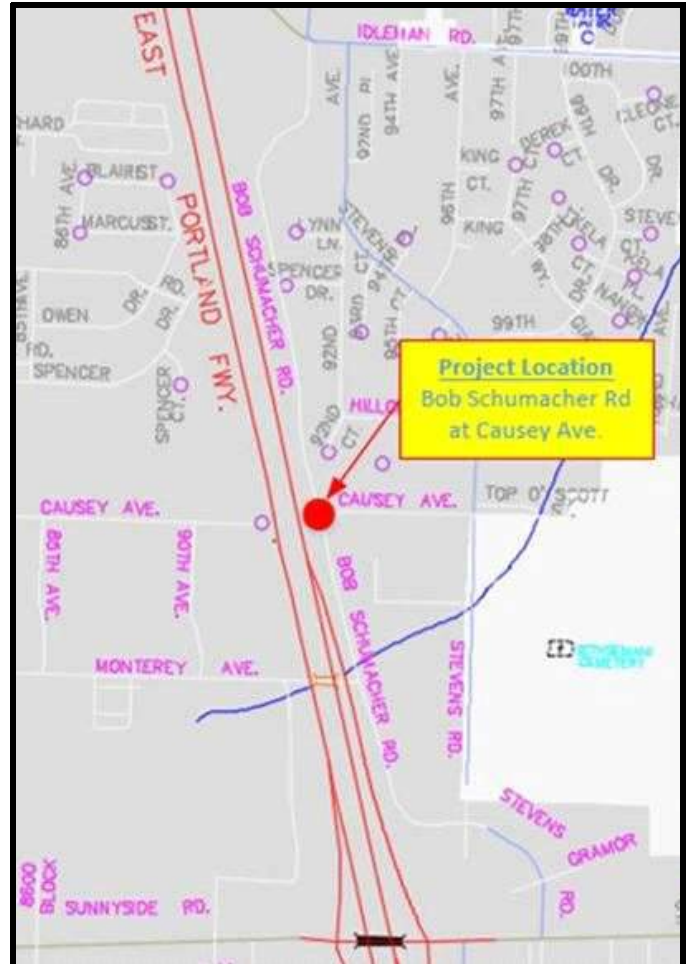
This project will be funded by Clackamas County Community Road Funding. Procurement and installation of flashing yellow arrow signal head, reflectorized backplates, and radar installation for dilemma zone protection will be done by County engineering and maintenance staff. ADA sidewalk ramp design and construction will be outsourced and possibly combined with similar County capital improvement project.

Environmental Impacts:

If there is ADA sidewalk trigger, some minor erosion control work will be required.

Changes Since Last Plan:

Project substantially complete. In-house street sign installation left on the project.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jan-20		Feb-20
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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$63,170	\$2,500	\$2,500	\$0	\$0	\$0	\$0	\$0	\$68,170
Road Fund + HB 2017	\$14	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14
Total Project Revenues	\$63,184	\$2,500	\$2,500	\$0	\$0	\$0	\$0	\$0	\$68,184
Expenditures:									
2 - Design	\$4,719	\$167	\$0	\$0	\$0	\$0	\$0	\$0	\$4,886
4 - Construction	\$58,465	\$2,333	\$2,500	\$0	\$0	\$0	\$0	\$0	\$63,298
Total Project Expenditures	\$63,184	\$2,500	\$2,500	\$0	\$0	\$0	\$0	\$0	\$68,184

Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26

Project Number: 22327
Project Name: Stafford Rd Intersection Safety Improvements
Project Location: Stafford & Gage, Stafford & Schatz
Map No:

Program: 02123-HB2017 SAFETY PROJECT
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE
Job Cost #: CI-0002-22327 Design
 CI-0003-22327 Construction
 CI-0004-22327 Right of Way

Date of Last Revision: Feb-21

Project Description/Scope:

This project will remove excess pavement at the intersections of Stafford Rd and Gage Rd, Schatz Rd, Johnson Rd and Childs Rd that will result in realigned side street approaches.

Project Justification:

Traffic volumes on Stafford Rd have increased significantly in the last several years. The existing alignment of the project intersections encourages high speed turning movements that, when considering the high volumes and speeds on Stafford Rd, are a factor contributing to the risk of vehicle crashes. The project improvements will force vehicles to slow down when making turns from Stafford to the intersecting roads, which will contribute to a more safe environment for the traveling public.

Impact on Operating Budget:

This project is being funded through HB2017 + Road Fund.

Environmental Impacts:

This project will remove pavement which will reduce impervious paved area.

Changes Since Last Plan:

Updated schedule and adjusted budget based on new schedule. No changes to project budget total.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jul-22	Jul-22	Jan-24
EndDate		Dec-23	Dec-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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$0	\$0	\$0	\$0	\$169,744	\$116,699	\$116,699	\$0	\$403,142
Total Project Revenues	\$0	\$0	\$0	\$0	\$169,744	\$116,699	\$116,699	\$0	\$403,142
Expenditures:									
2 - Design	\$0	\$0	\$0	\$0	\$137,917	\$0	\$0	\$0	\$137,917
3 - Right of Way Purchase	\$0	\$0	\$0	\$0	\$31,827	\$0	\$0	\$0	\$31,827
4 - Construction	\$0	\$0	\$0	\$0	\$0	\$116,699	\$116,699	\$0	\$233,398
Total Project Expenditures	\$0	\$0	\$0	\$0	\$169,744	\$116,699	\$116,699	\$0	\$403,142

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22328
Project Name: 122nd & Mather Intersection Control Feasibility Study
Project Location: SE 122nd Ave & Mather Rd
Map No:

Program: 02123-HB2017 SAFETY PROJECT
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE
Job Cost #: CI-0001-22328 Planning

Date of Last Revision: Feb-21

Project Description/Scope:

This project is a feasibility study for at least three potential intersection control scenarios, including (1) no-build, (2) roundabout; and (3) traffic signal. The study will evaluate existing and future traffic operations, ped/bike demand and existing ped/bike facilities, and traffic safety (crash) analysis. The study will provide recommendations for intersection control that will meet future traffic demands and improve safety for all roadway users.

Project Justification:

TSP project No. 3022 identifies a traffic signal or roundabout at this intersection. This project will determine the preferred option for future traffic operations and safety.

Impact on Operating Budget:

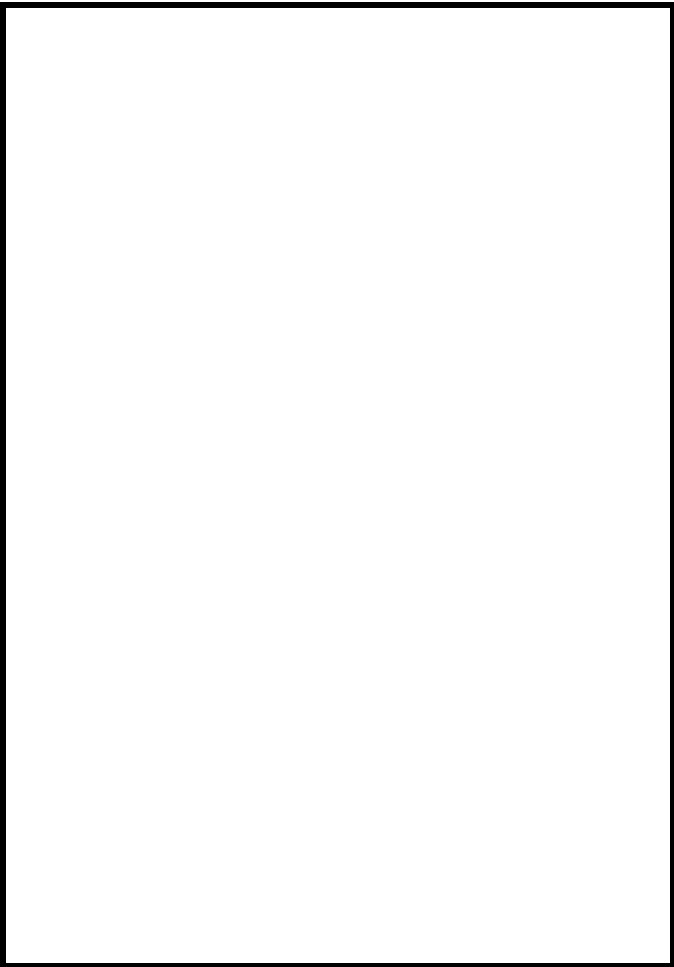
This project is being funded through HB2017 + Road Fund.

Environmental Impacts:

This is a feasibility study with no impact.

Changes Since Last Plan:

No Changes



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jul-21			
EndDate	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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Total Project Revenues	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Expenditures:									
1 - Planning	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Total Project Expenditures	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000

**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): Stanley Monte
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE
Job Cost #: CI-0002-22329 Design
 CI-0003-22329 Construction
 CI-0004-22329 Right of Way

Date of Last Revision: Feb-21

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:

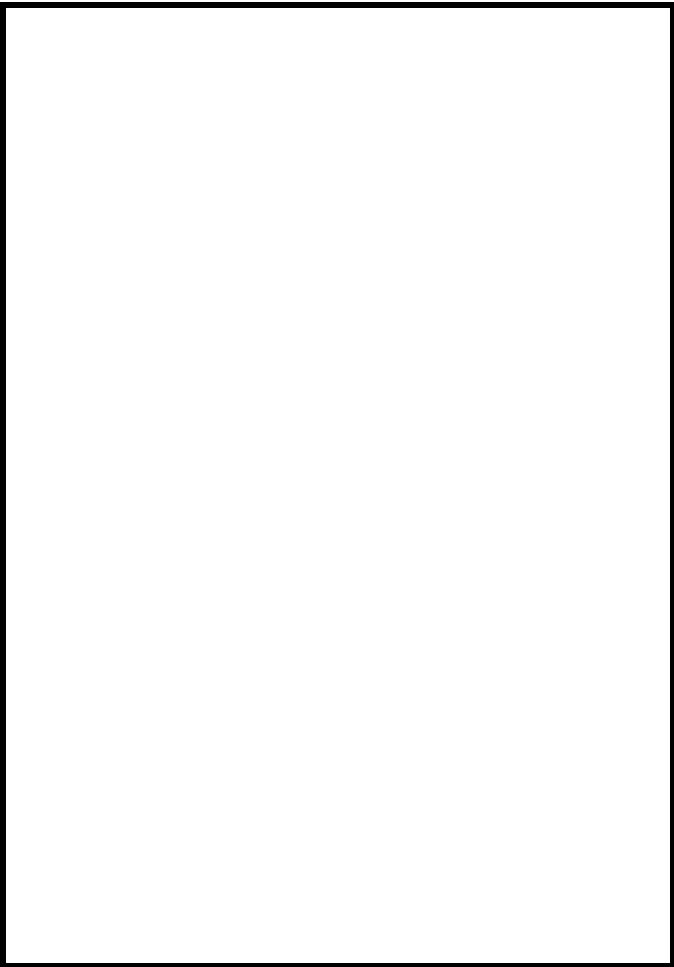
County Road Funds are required for this project. Delay in getting a consultant on board results in design costs being substantially pushed to FY21/22

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). Culvert repair is no expected to impact the stream, and will not be constrained to the In Water Work window.

Changes Since Last Plan:

Right of way has been transferred to design, as it is no longer expected to be necessary, however proposals from engineering firms have been higher than anticipated.



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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$0	\$0	\$15,000	\$250,000	\$0	\$0	\$0	\$0	\$265,000
Total Project Revenues	\$0	\$0	\$15,000	\$250,000	\$0	\$0	\$0	\$0	\$265,000
Expenditures:									
2 - Design	\$0	\$0	\$15,000	\$60,000	\$0	\$0	\$0	\$0	\$75,000
4 - Construction	\$0	\$0	\$0	\$190,000	\$0	\$0	\$0	\$0	\$190,000
Total Project Expenditures	\$0	\$0	\$15,000	\$250,000	\$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
Job Cost #: CI-0002-22330 Design

Date of Last Revision: Feb-21

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:

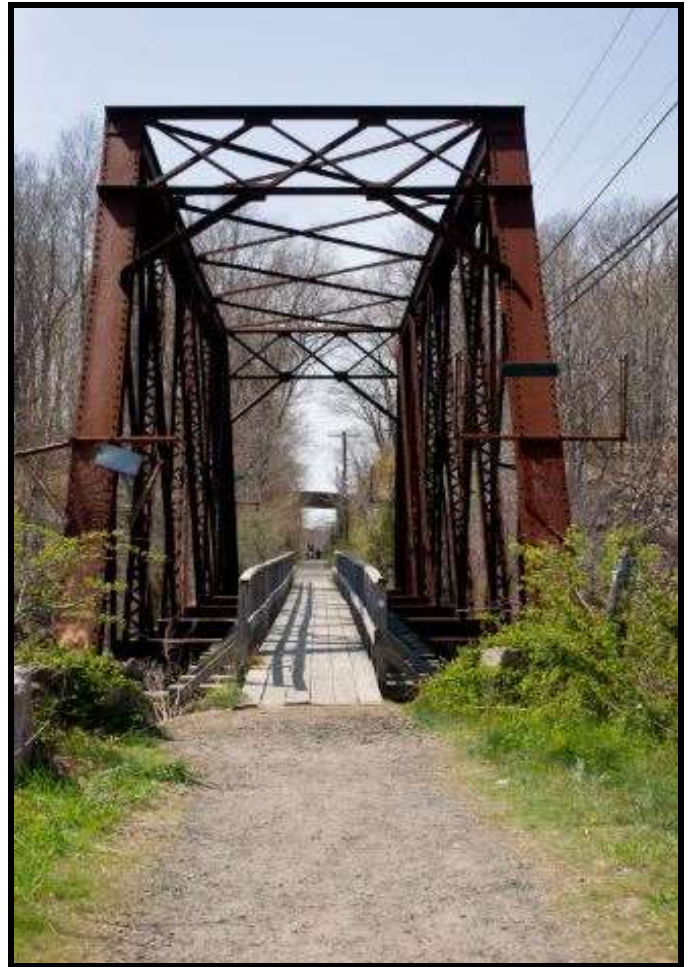
Federal funds were obtained through a Metro 2022-24 Regional Flexible Fund Allocation Grant. A 10.27% match is required from the City of Gladstone. No County funds are expected to be required for this project.

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:

Funding not available until fall of 2021. Updated schedule pushed out one FY.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Dec-21		
EndDate		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 2.18.2021</i>										
Revenues:										
Federal Revenues	\$0	\$0	\$0	\$358,920	\$403,785	\$339,179	\$0	\$0	\$1,101,884	
Local Gov't & Other Agencies	\$0	\$0	\$0	\$41,080	\$46,215	\$38,821	\$0	\$0	\$126,116	
Total Project Revenues	\$0	\$0	\$0	\$400,000	\$450,000	\$378,000	\$0	\$0	\$1,228,000	
Expenditures:										
2 - Design	\$0	\$0	\$0	\$400,000	\$450,000	\$378,000	\$0	\$0	\$1,228,000	
Total Project Expenditures	\$0	\$0	\$0	\$400,000	\$450,000	\$378,000	\$0	\$0	\$1,228,000	

**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
Job Cost #: CI-0002-22331 Design
 CI-0003-22331 Construction

Date of Last Revision: Feb-21

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:

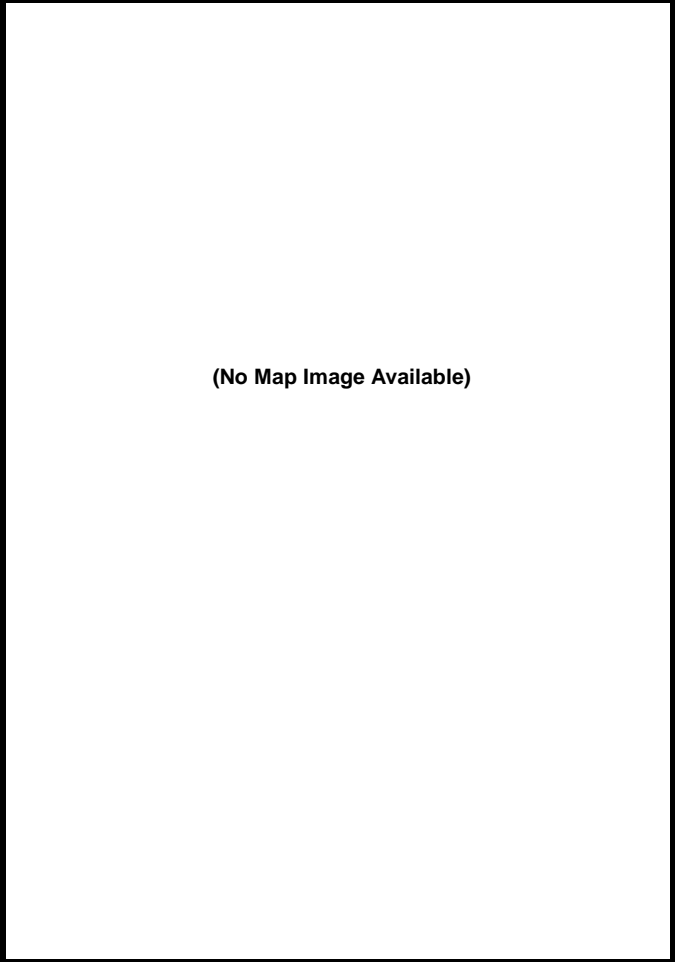
There is not a significant increase to the operating budget once the updated systems are installed. The crash system will need to be maintained if damaged and delineation, if used, needs to be cleaned and kept visible.

Environmental Impacts:

None anticipated.

Changes Since Last Plan:

No Changes



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 2.18.2021</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
Job Cost #: CI-0002-22332 Design
 CI-0003-22332 Construction

Date of Last Revision: Feb-21

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:

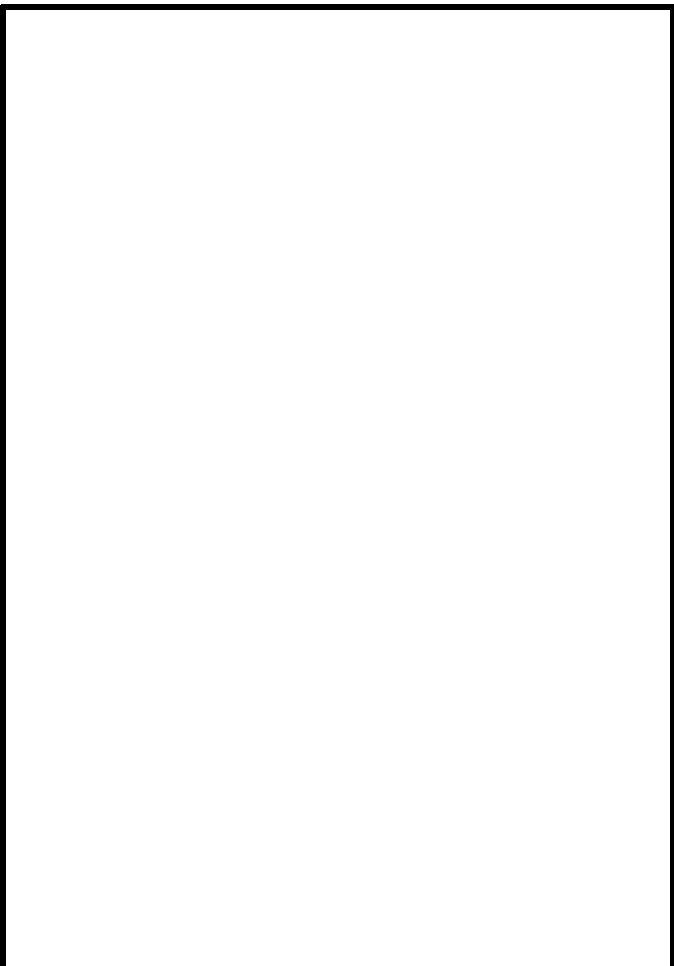
Using recessed buttons eliminates removal during snowplow operations so there is minimal impact on the operating budget once installed.

Environmental Impacts:

None anticipated.

Changes Since Last Plan:

Updated scheudle and estimates



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Dec-20		Dec-20
EndDate		Jun-25		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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$0	\$0	\$72,000	\$50,000	\$40,000	\$35,000	\$35,000	\$0	\$232,000
Total Project Revenues	\$0	\$0	\$72,000	\$50,000	\$40,000	\$35,000	\$35,000	\$0	\$232,000
Expenditures:									
2 - Design	\$0	\$0	\$12,000	\$8,000	\$6,000	\$5,000	\$5,000	\$0	\$36,000
4 - Construction	\$0	\$0	\$107,100	\$42,000	\$34,000	\$30,000	\$30,000	\$0	\$243,100
Total Project Expenditures	\$0	\$0	\$119,100	\$50,000	\$40,000	\$35,000	\$35,000	\$0	\$279,100

**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
Job Cost #: CI-0002-22335 Design
 CI-0003-22335 Construction
 CI-0004-22335 Right of Way

Date of Last Revision: Feb-21

Project Description/Scope:

The complete streets project will improve safety and accessibility by providing 6-footwide separated sidewalks on both sides of Courtney Avenue; 8-foot wide buffered bike lanes; intermittent rain gardens for storm water 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 forces 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 2022-24 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 with a federal share of 89.73%. Project milestone dates are shown below. Phases can be advanced ahead of these milestone target dates. IGA is process with ODOT.

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

Changes Since Last Plan:

An IGA is being processed with ODOT. No changes to project.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jun-22	Jun-23	Feb-25
EndDate		Nov-24	Nov-24	Jun-26

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 2.18.2021</i>									
Revenues:									
Federal Revenues	\$0	\$0	\$0	\$201,893	\$394,417	\$222,979	\$859,613	\$3,490,820	\$5,169,722
Road Fund + HB 2017	\$0	\$0	\$0	\$23,107	\$45,143	\$25,521	\$98,387	\$399,540	\$591,698
Total Project Revenues	\$0	\$0	\$0	\$225,000	\$439,560	\$248,500	\$958,000	\$3,890,360	\$5,761,420
Expenditures:									
2 - Design	\$0	\$169	(\$169)	\$225,000	\$409,560	\$128,000	\$30,000	\$0	\$792,560
3 - Right of Way Purchase	\$0	\$0	\$0	\$0	\$30,000	\$120,500	\$528,000	\$0	\$678,500
4 - Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$3,890,360	\$4,290,360
Total Project Expenditures	\$0	\$169	(\$169)	\$225,000	\$439,560	\$248,500	\$958,000	\$3,890,360	\$5,761,420

**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
Job Cost #: CI-0002-22337 Design
 CI-0003-22337 Construction

Date of Last Revision: Feb-21

Project Description/Scope:

Project consists of design and construction of six 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
- S New Era Rd west of S Central Point Rd, facing eastbound traffic
- S New Era Rd east of S Central Point Rd, facing westbound 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:

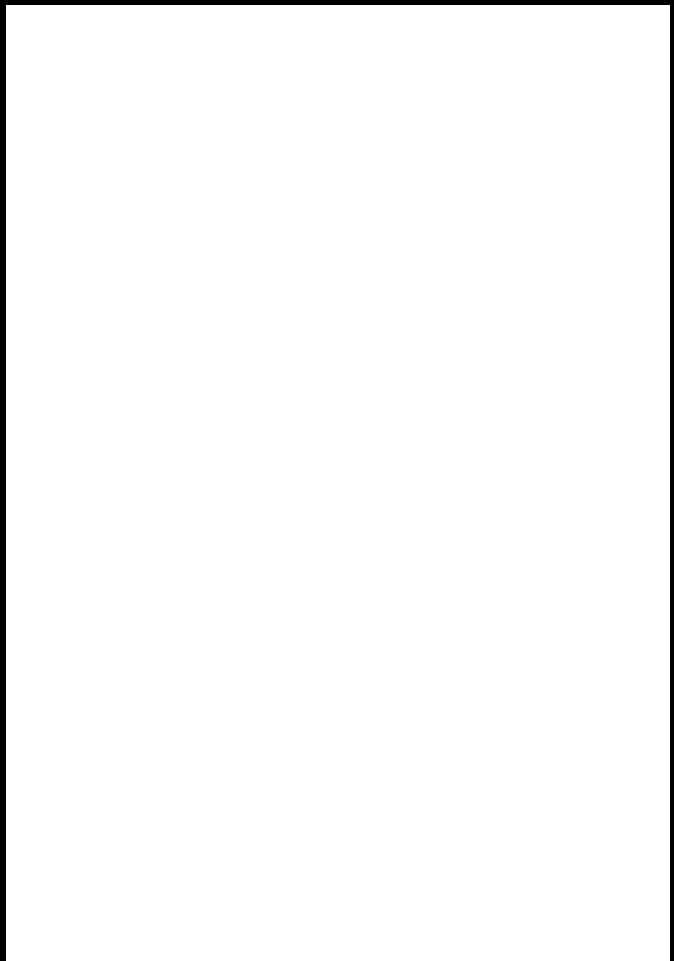
This project is funded by HB2017

Environmental Impacts:

No environmental impact.

Changes Since Last Plan:

Updated schedule and adjusted budget based on new schedule. Construction phase pushed to 21/22.



Project Schedule:	Planning	Design	Right of Way	Construction
	StartDate		Apr-20	
EndDate		Mar-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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$38,707	\$11,827	\$7,842	\$221,293	\$0	\$0	\$0	\$0	\$279,669
Total Project Revenues	\$38,707	\$11,827	\$7,842	\$221,293	\$0	\$0	\$0	\$0	\$279,669
Expenditures:									
2 - Design	\$38,707	\$14,669	\$0	\$0	\$0	\$0	\$0	\$0	\$53,376
4 - Construction	\$0	\$0	\$5,000	\$221,293	\$0	\$0	\$0	\$0	\$226,293
Total Project Expenditures	\$38,707	\$14,669	\$5,000	\$221,293	\$0	\$0	\$0	\$0	\$279,669

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22338
Project Name: Bluff/327th Intersection Enhancements
Project Location: Bluff Road at 327th
Map No: 14E28

Program: 02053-CRF SAFETY PROJECTS
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #: CI-0002-22338 Design
 CI-0003-22338 Construction

Date of Last Revision: Feb-21

Project Description/Scope:

Rechannelize to provide lower speeds on movements onto and off of Bluff Road using signs, pavement markings and delineation and also pavement removal

Project Justification:

Increase safety of intersection

Impact on Operating Budget:

Additional signs, markings and delineation will require maintenance

Environmental Impacts:

No negative impacts - some pavement will be removed

Changes Since Last Plan:

No Changes



Project Schedule:	Planning	Design	Right of Way	Construction
	StartDate		Aug-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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$0	\$0	\$66,654	\$113,663	\$0	\$0	\$0	\$180,317
Total Project Revenues	\$0	\$0	\$0	\$66,654	\$113,663	\$0	\$0	\$0	\$180,317
Expenditures:									
2 - Design	\$0	\$0	\$0	\$23,000	\$0	\$0	\$0	\$0	\$23,000
4 - Construction	\$0	\$0	\$0	\$43,654	\$113,663	\$0	\$0	\$0	\$157,317
Total Project Expenditures	\$0	\$0	\$0	\$66,654	\$113,663	\$0	\$0	\$0	\$180,317

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22339
Project Name: Duus Rd / Eagle Creek Road Intersection, Relocation and Turn L
Project Location: Duus Rd/Eagle Creek Intersection
Map No:

Program: 02051-CRF STRATEGIC INVESTM
Project Manager(s): Joel Howie
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #: CI-0002-22339 Design
 CI-0003-22339 Construction
 CI-0004-22339 Right of Way

Date of Last Revision: Feb-21

Project Description/Scope:

To accommodate future growth in the Estacada area, the Duus Road and Eagle Creek Intersection needs new turn lanes. Also, the intersection needs to be relocated to provide adequate sight distance.

Project Justification:

Adding turn lanes and relocating the intersection will improve sight distance resulting in a safer roadway for all users of the roadway.

Impact on Operating Budget:

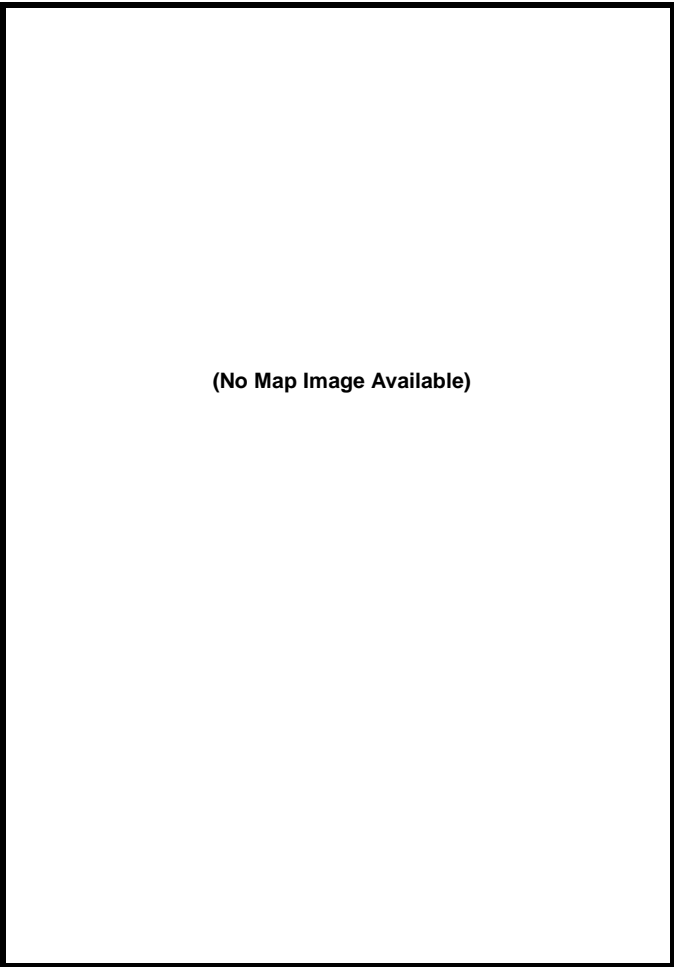
The project will be funded through the Strategic Investment Fund established by the Community Road Fund matched by System Development Charges (SDCs). The road is 53.4% SDC eligible.

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:

No changes to project.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Oct-21	Apr-22	May-23
EndDate		Apr-23	Apr-23	Jun-24

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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$0	\$0	\$103,000	\$187,904	\$172,286	\$0	\$0	\$463,190
Countywide SDCs	\$0	\$0	\$0	\$118,030	\$215,323	\$197,427	\$0	\$0	\$530,780
Total Project Revenues	\$0	\$0	\$0	\$221,030	\$403,227	\$369,713	\$0	\$0	\$993,970
Expenditures:									
2 - Design	\$0	\$0	\$0	\$186,030	\$63,970	\$0	\$0	\$0	\$250,000
3 - Right of Way Purchase	\$0	\$0	\$0	\$35,000	\$25,000	\$0	\$0	\$0	\$60,000
4 - Construction	\$0	\$0	\$0	\$0	\$314,257	\$369,713	\$0	\$0	\$683,970
Total Project Expenditures	\$0	\$0	\$0	\$221,030	\$403,227	\$369,713	\$0	\$0	\$993,970

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22340
Project Name: Johnson Creek Blvd. @ 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
Job Cost #: CI-0002-22340 Design
 CI-0003-22340 Construction

Date of Last Revision: Feb-21

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:

No Changes



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jul-21		Jan-22
EndDate		Dec-21		Mar-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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$0	\$0	\$12,860	\$0	\$0	\$0	\$0	\$12,860
Total Project Revenues	\$0	\$0	\$0	\$12,860	\$0	\$0	\$0	\$0	\$12,860
Expenditures:									
2 - Design	\$0	\$0	\$0	\$4,000	\$0	\$0	\$0	\$0	\$4,000
4 - Construction	\$0	\$0	\$0	\$8,860	\$0	\$0	\$0	\$0	\$8,860
Total Project Expenditures	\$0	\$0	\$0	\$12,860	\$0	\$0	\$0	\$0	\$12,860

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22341
Project Name: King Road @ 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
Job Cost #: CI-0002-22341 Design
 CI-0003-22341 Construction

Date of Last Revision: Feb-21

Project Description/Scope:

Provide additional signs and pavement markings at intersection to improve safety.

Project Justification:

Improve safety at intersection.

Impact on Operating Budget:

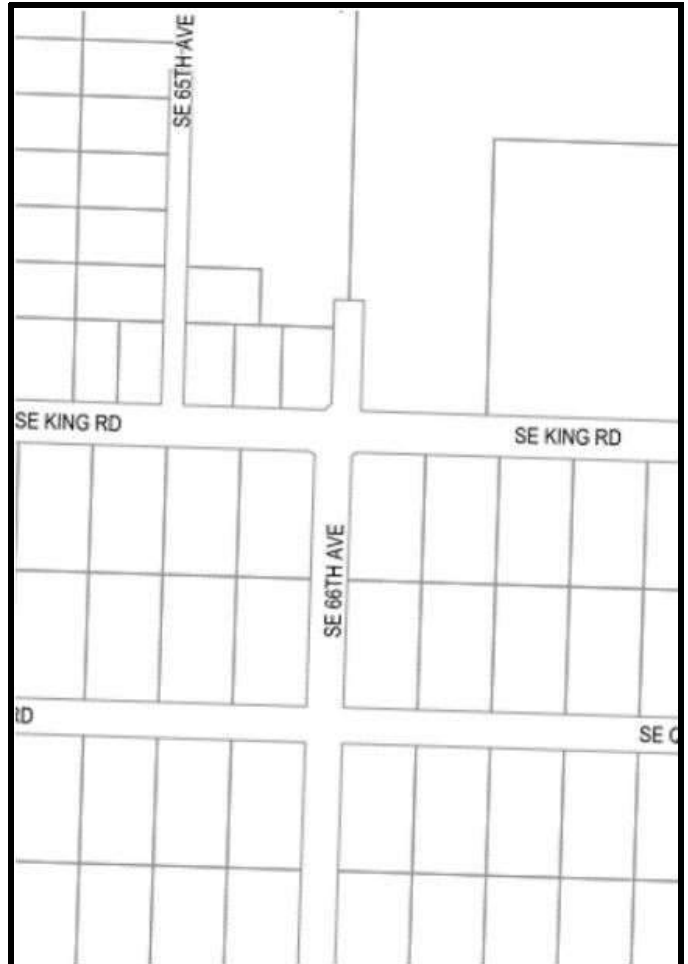
This project is funded with Community Road Fund revenues. Additional signs and/or traffic control devices require maintenance.

Environmental Impacts:

No negative impacts.

Changes Since Last Plan:

No Changes



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jul-21		Jan-22
EndDate		Dec-21		Mar-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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$0	\$0	\$13,860	\$0	\$0	\$0	\$0	\$13,860
Total Project Revenues	\$0	\$0	\$0	\$13,860	\$0	\$0	\$0	\$0	\$13,860
Expenditures:									
2 - Design	\$0	\$0	\$0	\$4,000	\$0	\$0	\$0	\$0	\$4,000
4 - Construction	\$0	\$0	\$0	\$9,860	\$0	\$0	\$0	\$0	\$9,860
Total Project Expenditures	\$0	\$0	\$0	\$13,860	\$0	\$0	\$0	\$0	\$13,860

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22343
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
Job Cost #: CI-0002-22343 Design
 CI-0003-22343 Construction

Date of Last Revision: Feb-21

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:
 Updated schedule & budget. Project decreased by \$200k.

Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Sep-20		May-22
EndDate		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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$0	\$0	\$85,000	\$566,287	\$3,000,000	\$0	\$0	\$0	\$3,651,287
Total Project Revenues	\$0	\$0	\$85,000	\$566,287	\$3,000,000	\$0	\$0	\$0	\$3,651,287
Expenditures:									
2 - Design	\$0	\$0	\$85,000	\$125,000	\$0	\$0	\$0	\$0	\$210,000
4 - Construction	\$0	\$0	\$0	\$441,287	\$3,000,000	\$0	\$0	\$0	\$3,441,287
Total Project Expenditures	\$0	\$0	\$85,000	\$566,287	\$3,000,000	\$0	\$0	\$0	\$3,651,287

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22344
Project Name: Redland Radar Sign Project
Project Location:
Map No:

Program: 02103-Safety Projects
Project Manager(s): Christian Snuffin
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:

Project consists of construction of two radar speed feedback signs on S. Redland Rd at the following approximate locations:
 - 500' west of Norman Ave, facing eastbound traffic
 - Immediately west of S Anna Mae Ln, facing westbound traffic

Project Justification:

Radar speed feedback signs have measurable impact on vehicle speeds. The radar signs are expected to result in lower speeds, which will reduce the frequency and severity of vehicle crashes on this high-crash corridor.

Impact on Operating Budget:

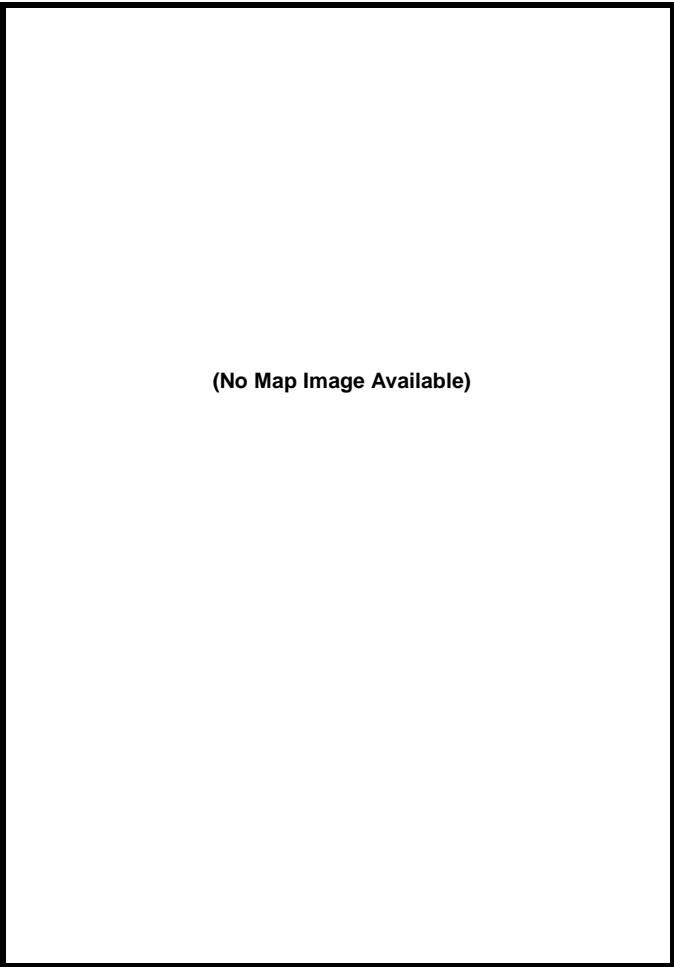
This project is funded by Road Fund

Environmental Impacts:

No impact

Changes Since Last Plan:

No Changes



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate				Jun-20
EndDate				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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$2,308	\$39,330	\$16,670	\$0	\$0	\$0	\$0	\$0	\$58,308
Total Project Revenues	\$2,308	\$39,330	\$16,670	\$0	\$0	\$0	\$0	\$0	\$58,308
Expenditures:									
4 - Construction	\$2,308	\$39,330	\$16,670	\$0	\$0	\$0	\$0	\$0	\$58,308
Total Project Expenditures	\$2,308	\$39,330	\$16,670	\$0	\$0	\$0	\$0	\$0	\$58,308

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22345
Project Name: SE Johnson Creek Blvd 79th Place - 82nd Ave
Project Location: Johnson Creek Blvd from 79th Pl to 80th Ave
Map No:

Program: 02052-CRF CONGESTION PROJE
Project Manager(s): Jonathan Hangartner
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #: CI-0002-22345 Design
 CI-0003-22345 Construction
 CI-0004-22345 Right of Way

Date of Last Revision: Feb-21

Project Description/Scope:

The location of SE Johnson Creek Blvd and SE 80th Ave is a top SPIS site in the County. The primary crash cause for this location is Failure to Yield with a majority of the crashes being angle crashes.

The intersection of Johnson Creek Blvd and 79th Pl meets traffic signal warrants, and a proposed development will increase traffic on 79th Pl, which further adds to the need for a signal at the intersection of Johnson Creek Blvd and 79th Pl.

Project Justification:

For years, a signalized intersection has been identified as a potential solution for this area. SE 80th Ave is too close to 82nd Dr to have a signal. The proposed solution is to put a signal at 79th Pl. This signal will provide a safer environment for individuals exiting Fred Meyer to make a left onto Johnson Creek Blvd and provide a signalized intersection for pedestrians to cross. The project will also install a median on Johnson Creek Blvd, thus allowing right-in and right-out only movements from 80th Pl and the additional Fred Meyer entrance, which will further improve safety.

Impact on Operating Budget:

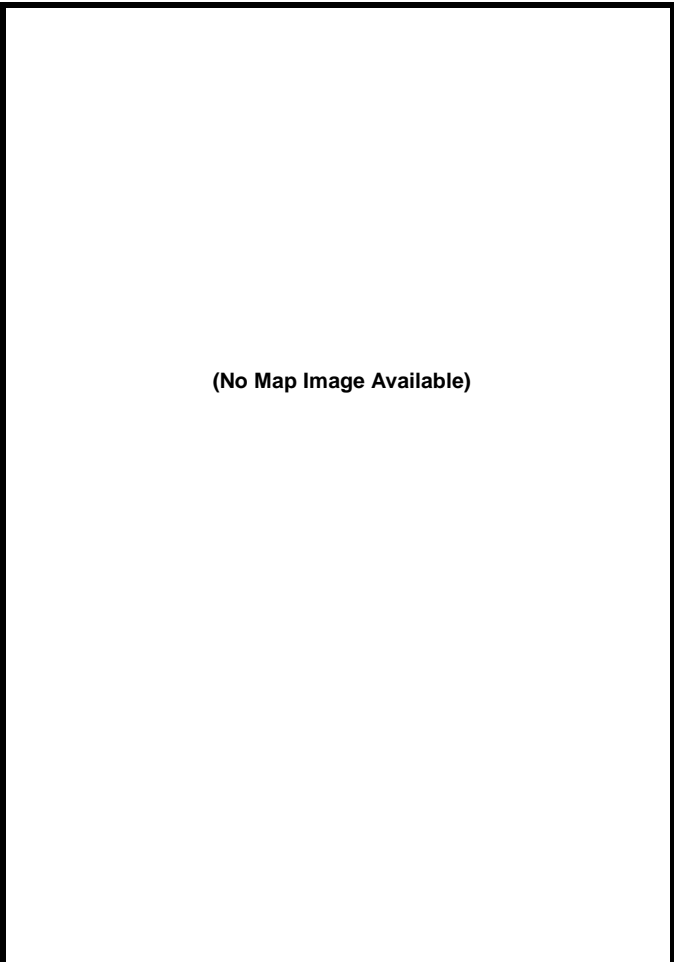
Contributions from Fred Meyer has been withdrawn. The Project Budget has been updated accordingly.

Environmental Impacts:

Limited environmental impacts are expected. Environmental permit requirements will be determined during design, and will follow state requirements.

Changes Since Last Plan:

No Changes



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Mar-21	Mar-22	Mar-24
EndDate		Mar-24	Jun-23	Dec-24

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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$0	\$0	\$3,929	\$0	\$110,535	\$110,536	\$0	\$225,000
Condition of Approval Permit	\$0	\$0	\$0	\$37,655	\$23,305	\$14,350	\$0	\$0	\$75,310
Revenue From CCDA	\$0	\$0	\$11,590	\$0	\$0	\$268,047	\$282,396	\$0	\$562,033
Road Fund + HB 2017	\$0	\$328	\$9,672	\$3,929	\$0	\$74,356	\$74,356	\$0	\$162,641
State Revenues	\$0	\$0	\$255,910	\$539,487	\$278,615	\$193,212	\$193,212	\$0	\$1,460,436
Total Project Revenues	\$0	\$328	\$277,172	\$585,000	\$301,920	\$660,500	\$660,500	\$0	\$2,485,420
Expenditures:									
2 - Design	\$0	\$1,382	\$276,118	\$235,000	\$42,500	\$0	\$0	\$0	\$555,000
3 - Right of Way Purchase	\$0	\$0	\$0	\$350,000	\$259,420	\$0	\$0	\$0	\$609,420
4 - Construction	\$0	\$0	\$0	\$0	\$0	\$660,500	\$660,500	\$0	\$1,321,000
Total Project Expenditures	\$0	\$1,382	\$276,118	\$585,000	\$301,920	\$660,500	\$660,500	\$0	\$2,485,420

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22346
Project Name: Rugg Road Landslide Repair
Project Location: Approximately 800 Feet South of Hideaway Ct
Map No:

Program: 00059-DAMASCUS ROADS
Project Manager(s): Joel Howie
Budgeted in Dept: 7435 - Damascus Roads
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:

The downhill slope adjacent to Rugg Road, approximately 800 feet south of Hideaway Court, collapsed in the winter of 2020/21. The remaining slope is being temporarily protected from additional sliding and erosion with plastic sheeting, but a permanent stabilization measure is required. The permanent stabilization measure is expected to be a soldier pile or soil nail retaining wall.

Project Justification:

The existing downhill slope of Rugg Road collapsed during the winter of 2020/21 and needs to be permanently stabilized. If not stabilized, additional deterioration of the slope could undermine Rugg Road. A temporary stabilization measure of plastic sheeting was placed but a permanent stabilization measure such as a retaining wall is required.

Impact on Operating Budget:

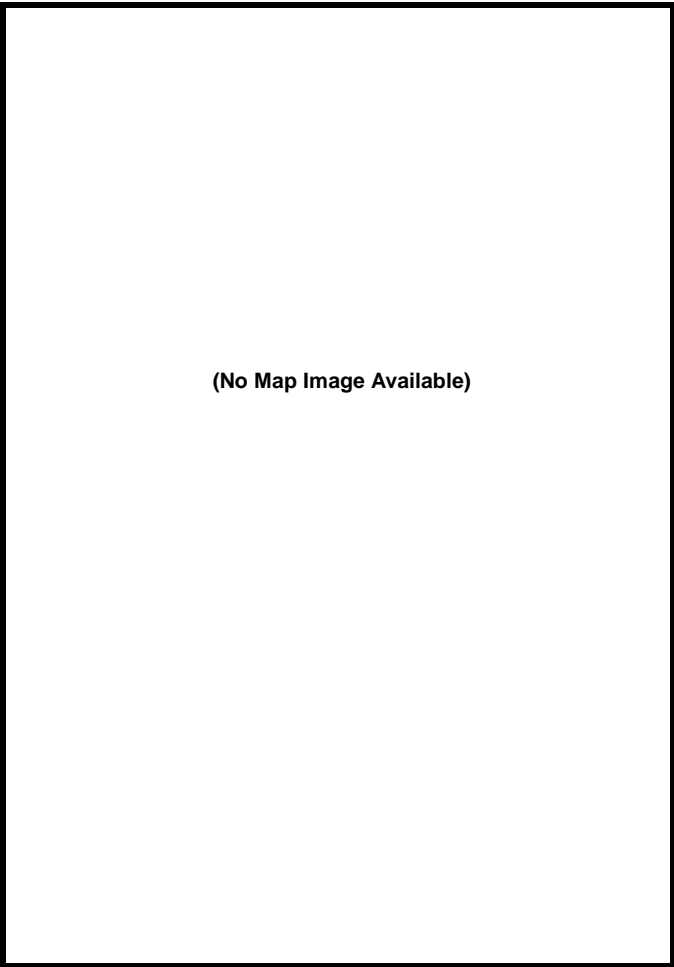
The project will be funded by Damascus Road Funds.

Environmental Impacts:

No environmental impacts are expected with construction of a soldier pile or soil nail retaining wall.

Changes Since Last Plan:

This is the first draft.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Mar-21		Jul-21
EndDate		Jun-21		Nov-21

Project Budget: <i>Actuals recorded thru 2.18.2021</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	\$70,000	\$280,000	\$0	\$0	\$0	\$0	\$350,000
Total Project Revenues	\$0	\$0	\$70,000	\$280,000	\$0	\$0	\$0	\$0	\$350,000
Expenditures:									
2 - Design	\$0	\$0	\$70,000	\$0	\$0	\$0	\$0	\$0	\$70,000
4 - Construction	\$0	\$0	\$0	\$280,000	\$0	\$0	\$0	\$0	\$280,000
Total Project Expenditures	\$0	\$0	\$70,000	\$280,000	\$0	\$0	\$0	\$0	\$350,000

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22347
Project Name: WEBSTER ROAD SIDEWALKS
Project Location: SE Webster Rd from Roots Rd to Bilquist School
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): Scott Hoelscher/Joel Howie
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:

The ODOT Safe Routes to School Infrastructure Grant Program provides funding for projects that address barriers for students walking and biking to school. Clackamas County was awarded \$1,977,975.00 to construct sidewalks on both sides of SE Webster Road from Bilquist Elementary School to the existing Tri-Met transit stop at SE Roots Road. The existing substandard, shoulder bike lanes will be widened to standard 8-foot buffered bike lanes. The north project extent will connect to the existing school crosswalk at Bixel Way. Crosswalk upgrades consisting of illumination, center pedestrian refuge and ADA compliant curb ramps will be included. The project length is approximately 1,325 feet and also includes 7 reconstructed and 13 new ADA compliant intersection curb ramps.

Project Justification:

The purpose of the project is to provide a safe place for students and families to walk or bike to school. The project will separate the transportation modes and improve safety for pedestrians, cyclists and autos. The project is the result of a Safe Routes to School Action Plan for Bilquist Elementary.

Impact on Operating Budget:

State funds were obtained through a SRTS Construction Grant. A 20% match is required from Transportation System Development Charge (TSDC) with a state share of 80% covering the rest of the project cost. Project milestones dates are shown below. A grant agreement (IGA) spelling out the terms of the award is in process with ODOT - contract No. 34472

Environmental Impacts:

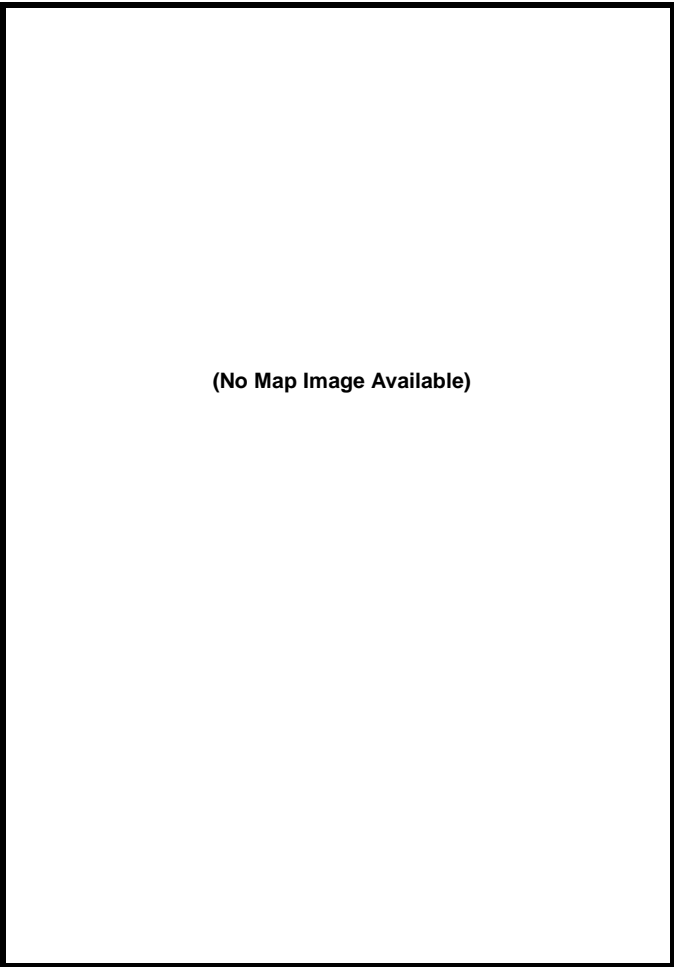
The project is a state-aid project and environment impacts will be investigated during the design and construction phase, including any wetland resource impacts and stormwater considerations. An initial review of environmental resources at the time of grant submittal did not reveal any impact to any significant environmental resource within the project area.

Changes Since Last Plan:

No Changes

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jun-21	Sep-21	May-23	Feb-25
EndDate	Sep-21	Sep-24	Sep-24	Dec-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 2.18.2021</i>									
Revenues:									
Countywide SDCs	\$0	\$0	\$0	\$21,542	\$50,323	\$64,802	\$279,340	\$243,319	\$659,326
State Revenues	\$0	\$0	\$0	\$64,625	\$150,968	\$194,404	\$838,021	\$729,956	\$1,977,974
Total Project Revenues	\$0	\$0	\$0	\$86,167	\$201,291	\$259,206	\$1,117,361	\$973,275	\$2,637,300
Expenditures:									
2 - Design	\$0	\$0	\$0	\$86,167	\$172,333	\$172,333	\$86,167	\$0	\$517,000
3 - Right of Way Purchase	\$0	\$0	\$0	\$0	\$28,958	\$86,873	\$57,919	\$0	\$173,750
4 - Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$973,275	\$973,275	\$1,946,550
Total Project Expenditures	\$0	\$0	\$0	\$86,167	\$201,291	\$259,206	\$1,117,361	\$973,275	\$2,637,300

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22348
Project Name: MOLALLA RIVER (KNIGHTS BRIDGE RD) BRIDGE
Project Location: Molalla River @ Knights Bridge Rd
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Joel Howie
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:

Clackamas County received State Funded Local Projects (SFLP) funding to rehabilitate the existing bridge on Knights Bridge Road over the Molalla River. The existing bridge, built in 1964, is in need of rehabilitation. The bridge is 346 feet long, 31.5 feet wide and has a sufficiency rating of 39.5. The rehabilitation will include: 1) Phase 1 seismic retrofoc of the superstructure, 2) paint the steel girders, 3) patch deck spalls, 4) seal deck cracking and perform a deck overlay, 5) patch column spalls, 6) repair delaminations and concrete spalls at columns and abutments, and 7) perform scour repair at bents, 3, 4, and 5. The budget is \$3,601,086 with the SFLP covering \$3,231,254.48 matched by County Road Funds of \$369,831.52.

Project Justification:

The existing bridge, built in 1964, is in need of rehabilitation. The bridge is 346 feet long, 31.5 feet wide and has a sufficiency rating of 39.5. The most recent inspection report identifies cracking in the decking, corrosion in steel girders, spalling in several columns, delamination in the pier caps, cracking in the west abutment wall, and scour in several of the footings. The bridge's load rating is currently Tier 1. It is anticipated that under a Tier 2 load rating, the bridge will need posting and require a phase 1 retrofit.

Impact on Operating Budget:

The total Project cost is estimated at \$3,601,086, which is subject to change. Federal funds for this Project shall be limited to \$3,231,254.48 matched by \$369,831.52 in County Road Fund.

Environmental Impacts:

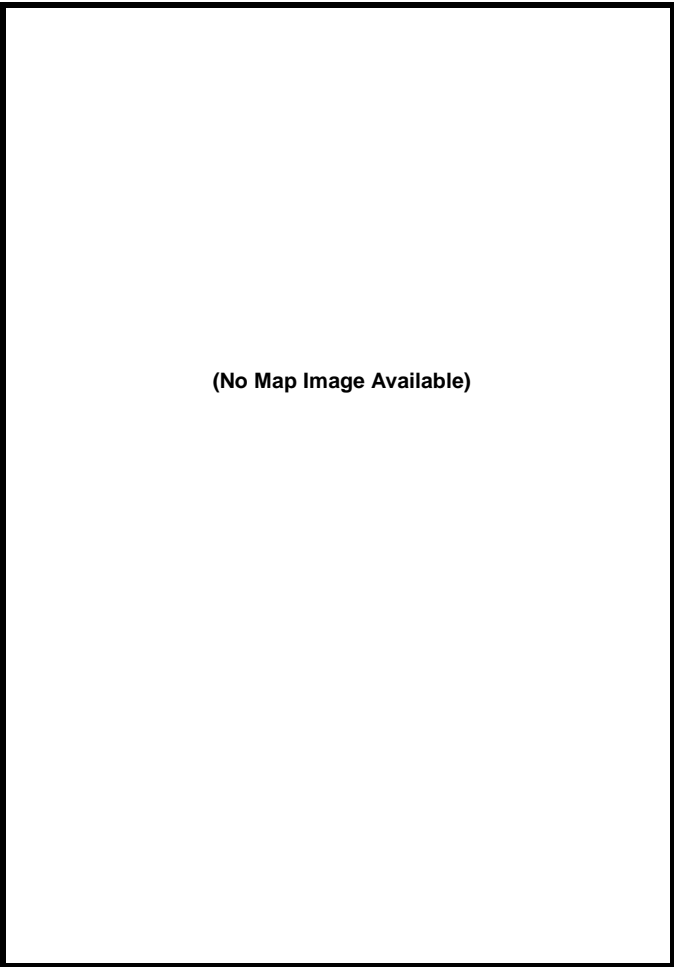
Environmental impacts will be investigated, including wetlands, historical evaluations, archaeological surveys, and hazardous materials. Permits will need to be obtained from the U.S. Army Corps of Engineers and Oregon Department of State Lands for placement of scour protection measures.

Changes Since Last Plan:

No changes to project.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Feb-21	Jan-22	May-23
EndDate		Mar-23	Mar-23	May-25



Project Budget: <i>Actuals recorded thru 2.18.2021</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	\$10,270	\$43,134	\$44,777	\$270,418	\$1,232	\$0	\$369,831
State Revenues	\$0	\$0	\$89,730	\$376,866	\$391,223	\$2,362,668	\$10,768	\$0	\$3,231,255
Total Project Revenues	\$0	\$0	\$100,000	\$420,000	\$436,000	\$2,633,086	\$12,000	\$0	\$3,601,086
Expenditures:									
2 - Design	\$0	\$0	\$100,000	\$410,000	\$129,000	\$0	\$0	\$0	\$639,000
3 - Right of Way Purchase	\$0	\$0	\$0	\$10,000	\$7,000	\$0	\$0	\$0	\$17,000
4 - Construction	\$0	\$0	\$0	\$0	\$300,000	\$2,633,086	\$12,000	\$0	\$2,945,086
Total Project Expenditures	\$0	\$0	\$100,000	\$420,000	\$436,000	\$2,633,086	\$12,000	\$0	\$3,601,086

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: 22349
Project Name: Johnson Creek Tributary (Hideaway Ct) Culvert Replacement
Project Location: Hideaway Court @ Johnson Creek Tributary
Map No:

Program: 00059-DAMASCUS ROADS
Project Manager(s): Joel Howie
Budgeted in Dept: 7435 - Damascus Roads
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Jan-21

Project Description/Scope:

The existing 78-inch diameter culvert under Hideaway Court conveying a tributary to Johnson Creek was severely damaged in the winter of 2020/21. A temporary bridge was constructed by Transportation Maintenance and the culvert needs to be replaced. The culvert will be replaced with a larger sized, fish-friendly corrugated metal culvert, multi-plate culvert, or three-sided box culvert.

Project Justification:

The existing culvert was damaged by large trees during the winter of 2020/21 and needs to be replaced. The damaged culvert is a barrier to access to 14 residents at the end of Hideaway Court. A temporary bridge borrowed from ODOT was constructed by Transportation Maintenance.

Impact on Operating Budget:

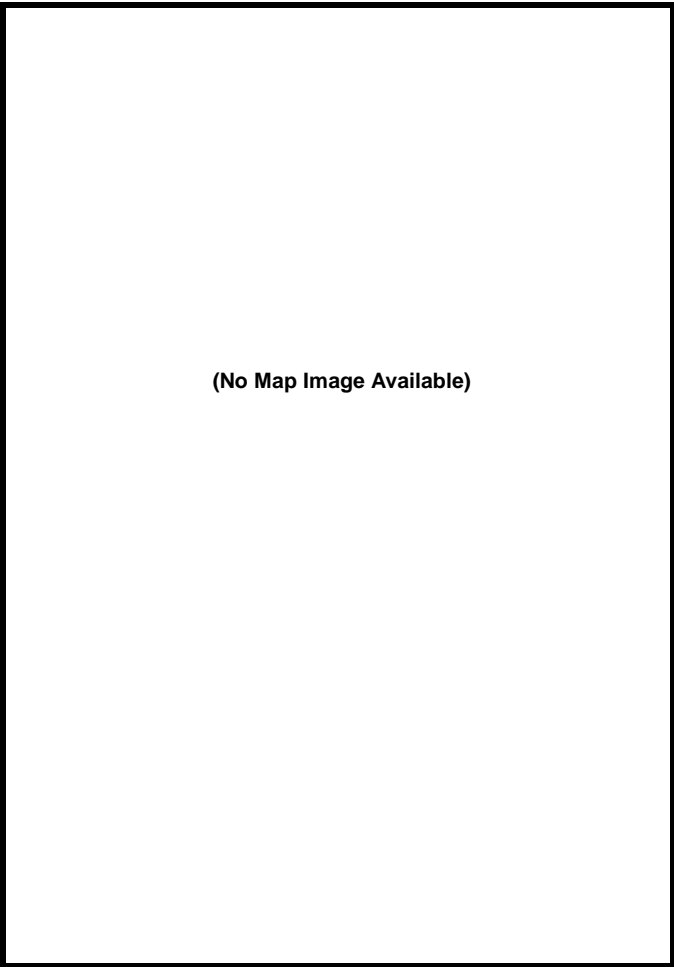
The project will be funded by Damascus Road Funds.

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:

This is the first draft.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Feb-21	May-21	Jul-21
EndDate		Jun-21	Nov-21	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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$0	\$0	\$230,000	\$287,000	\$5,000	\$0	\$0	\$0	\$522,000
Total Project Revenues	\$0	\$0	\$230,000	\$287,000	\$5,000	\$0	\$0	\$0	\$522,000
Expenditures:									
2 - Design	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$120,000
3 - Right of Way Purchase	\$0	\$0	\$10,000	\$5,000	\$0	\$0	\$0	\$0	\$15,000
4 - Construction	\$0	\$0	\$0	\$282,000	\$5,000	\$0	\$0	\$0	\$287,000
Internal County Contracted Svc	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
Total Project Expenditures	\$0	\$0	\$230,000	\$287,000	\$5,000	\$0	\$0	\$0	\$522,000

Project Number: B1719
Project Name: Milk Creek (Bonney Rd) Bridge Scour
Project Location: Bonney Road
Map No: C125 Sec 35 N

Program: 02105-Bridge Projects
Project Manager(s): Terry Learfield/Devin Patterson
Budgeted in Dept: 7433 - DTD Trans Maintenance
Current Status: ARCHIVED
Job Cost #: BM-2017-00019 Repair/Maint

Date of Last Revision: Jan-19

Project Description/Scope:

The western abutment is experiencing significant scour. The NW Quad has experienced significant scour and sluffing as well, which poses the potential for additional scour-related issues along State Highway 211. In addition, a large amount of aggradation continues to increase along the NE Quad. While this accumulation of material continues to increase, Milk Creek upstream of the bridge continues to narrow and force the thalweg upon the western abutment and revetment. We propose excavation of accumulated material along the NE quad, grading of material under the bridge and re-building of a portion of the upstream western revetment along State Highway 211. Additionally, we plan to install porous rock weirs on the upstream western side of Milk Creek. This project will include the installation of large wood in Milk Creek.

Project Justification:

Project is required to protect bridge foundation and embankment and to restore flow and function to the creek at the bridge.

Impact on Operating Budget:

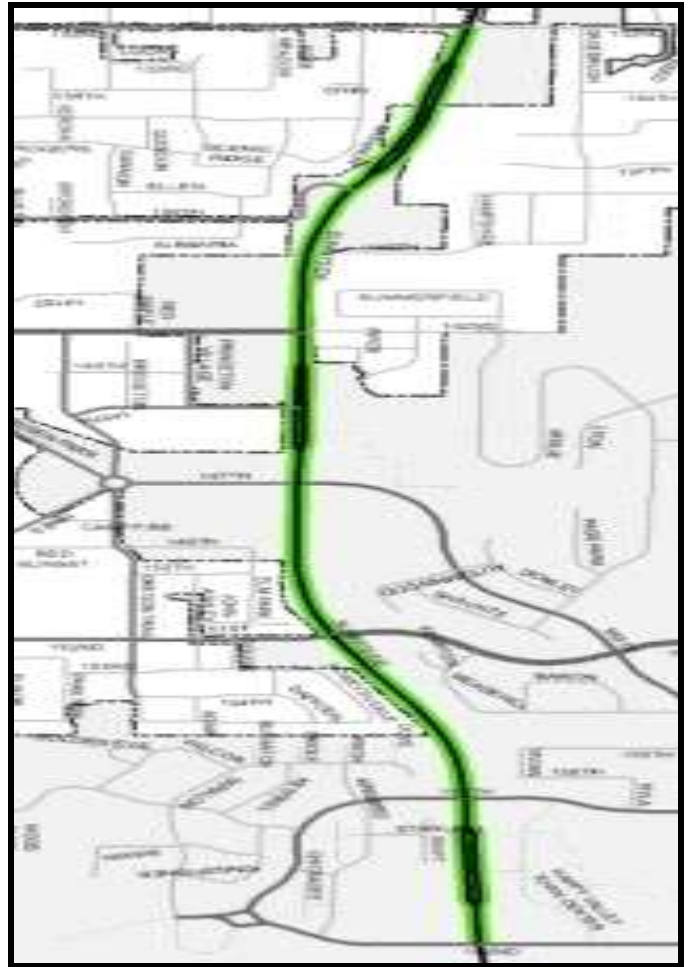
Road Fund will pay for this project.

Environmental Impacts:

DSL, Corps, DEQ, ODFW, NMFS approvals required.

Changes Since Last Plan:

New project.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate				
EndDate				

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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$3,056	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,056
Total Project Revenues	\$3,056	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,056
Expenditures:									
5-Repair/Maint	\$3,056	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,056
Total Project Expenditures	\$3,056	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,056

Project Number: B1722
Project Name: Still Creek (Still Creek Rd) Bridge Scour
Project Location: Still Creek Road
Map No: C-227 Sec 02 S

Program: 02105-Bridge Projects
Project Manager(s): Terry Learfield/Devin Patterson
Budgeted in Dept: 7433 - DTD Trans Maintenance
Current Status: ARCHIVED
Job Cost #: BM-2017-00022 Repair/Maint

Date of Last Revision: Jan-19

Project Description/Scope:

In an effort to preserve and protect the Still Creek bridge, Clackamas County proposes to saw-cut and remove concrete over-pour on both bridge abutments. This will allow the bridge inspectors to gain access to the bridge abutments so that they are able to verify whether or not the abutments are experiencing any scour-related issues. Work will be limited to cutting and removal of the concrete over-pour. If it is determined that one or both of the bridge abutments are experiencing scour, plans will be developed and permits applied for so that work can be done during the 2019 in-water window.

Project Justification:

Project is required so that bridge foundation can be inspected.

Impact on Operating Budget:

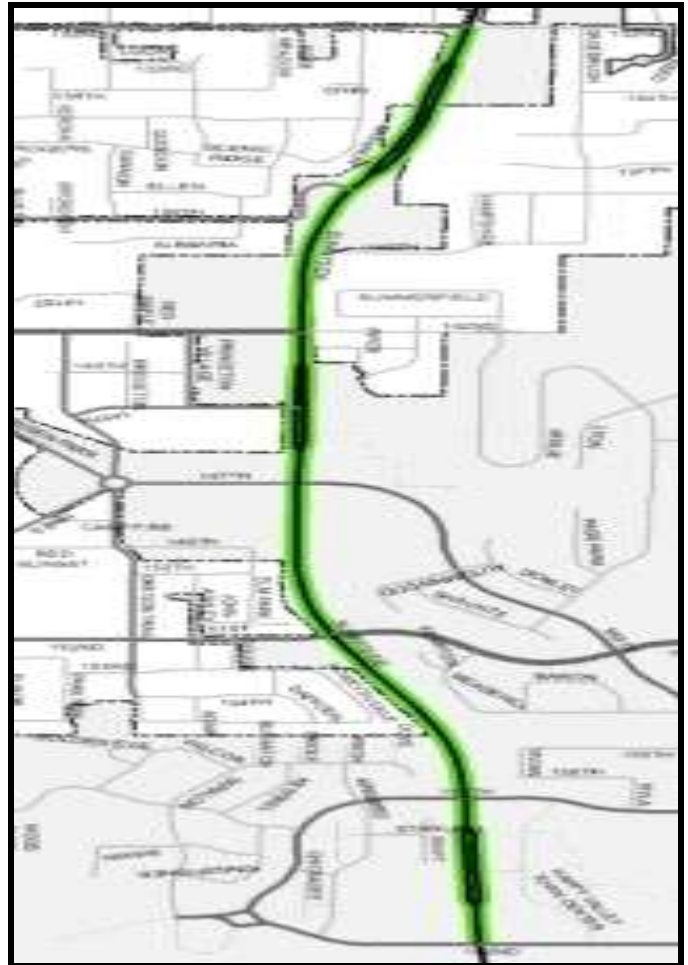
Road Fund will pay for this project.

Environmental Impacts:

Permit exempt.

Changes Since Last Plan:

New project.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate				
EndDate				

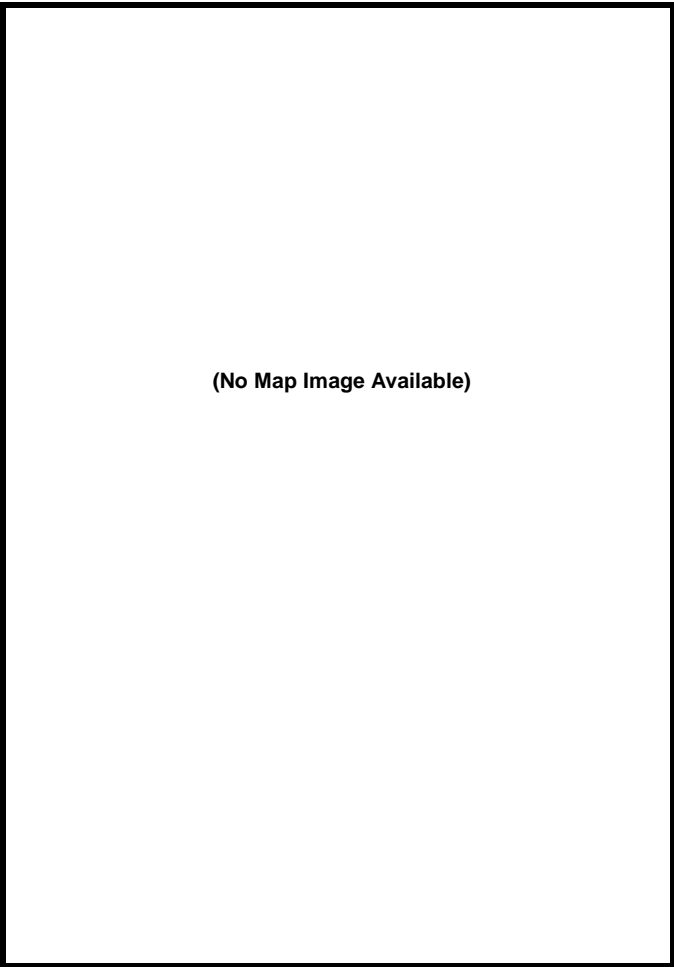
**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: CRF01
Project Name: Welches Road
Project Location:
Map No:

Program: 02052-CRF CONGESTION PROJE
Project Manager(s): Joel Howie
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:



Project Justification:

Impact on Operating Budget:

Placeholder for CRF program development. Project is 20% TSDC eligible.

Environmental Impacts:

Changes Since Last Plan:

Added prospectus placeholder for program development. No change

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jul-22	Jul-23	Jul-25
EndDate		Jun-24	Jun-25	Jun-27

Project Budget: <i>Actuals recorded thru 2.18.2021</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	\$0	\$184,800	\$306,400	\$121,600	\$1,046,633	\$1,046,633	\$2,706,066
Countywide SDCs	\$0	\$0	\$0	\$46,200	\$76,600	\$30,400	\$264,658	\$264,658	\$682,516
Total Project Revenues	\$0	\$0	\$0	\$231,000	\$383,000	\$152,000	\$1,311,291	\$1,311,291	\$3,388,582
Expenditures:									
2 - Design	\$0	\$0	\$0	\$231,000	\$231,000	\$0	\$0	\$0	\$462,000
3 - Right of Way Purchase	\$0	\$0	\$0	\$0	\$152,000	\$152,000	\$0	\$0	\$304,000
4 - Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,311,291	\$1,311,291	\$2,622,582
Total Project Expenditures	\$0	\$0	\$0	\$231,000	\$383,000	\$152,000	\$1,311,291	\$1,311,291	\$3,388,582

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: CRF02
Project Name: Bear Creek Bridge & Molalla Ave Shoulders
Project Location:
Map No:

Program: 02051-CRF STRATEGIC INVESTM
Project Manager(s): Joel Howie
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:

Project Justification:

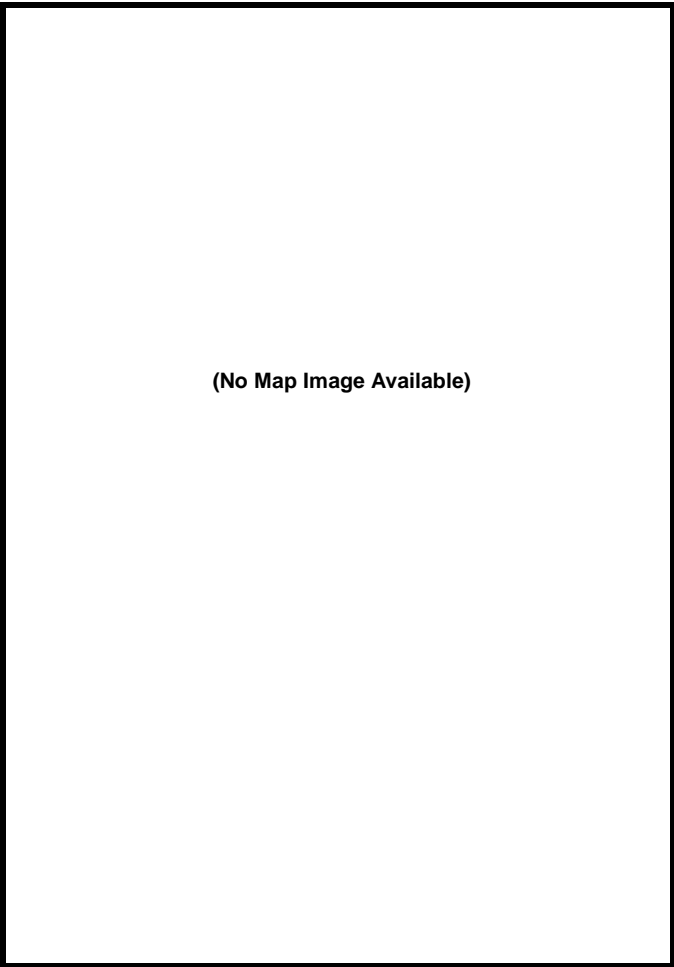
Impact on Operating Budget:

Placeholder for 5-year program development. Project is 44.9% TSDC Eligible.

Environmental Impacts:

Changes Since Last Plan:

Placeholder prospectus for program development. No Changes



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate				Jul-23
EndDate				Jun-26

Project Budget: <i>Actuals recorded thru 2.18.2021</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	\$0	\$0	\$0	\$0	\$392,784	\$517,275	\$910,059
Countywide SDCs	\$0	\$0	\$0	\$0	\$0	\$453,750	\$287,841	\$0	\$741,591
Total Project Revenues	\$0	\$0	\$0	\$0	\$0	\$453,750	\$680,625	\$517,275	\$1,651,650
Expenditures:									
4 - Construction	\$0	\$0	\$0	\$0	\$0	\$453,750	\$680,625	\$517,275	\$1,651,650
Total Project Expenditures	\$0	\$0	\$0	\$0	\$0	\$453,750	\$680,625	\$517,275	\$1,651,650

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: CRF03
Project Name: Borland - Bike/Ped to Rolling Hills
Project Location:
Map No:

Program: 02051-CRF STRATEGIC INVESTM
Project Manager(s): Joel Howie
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:

Project Justification:

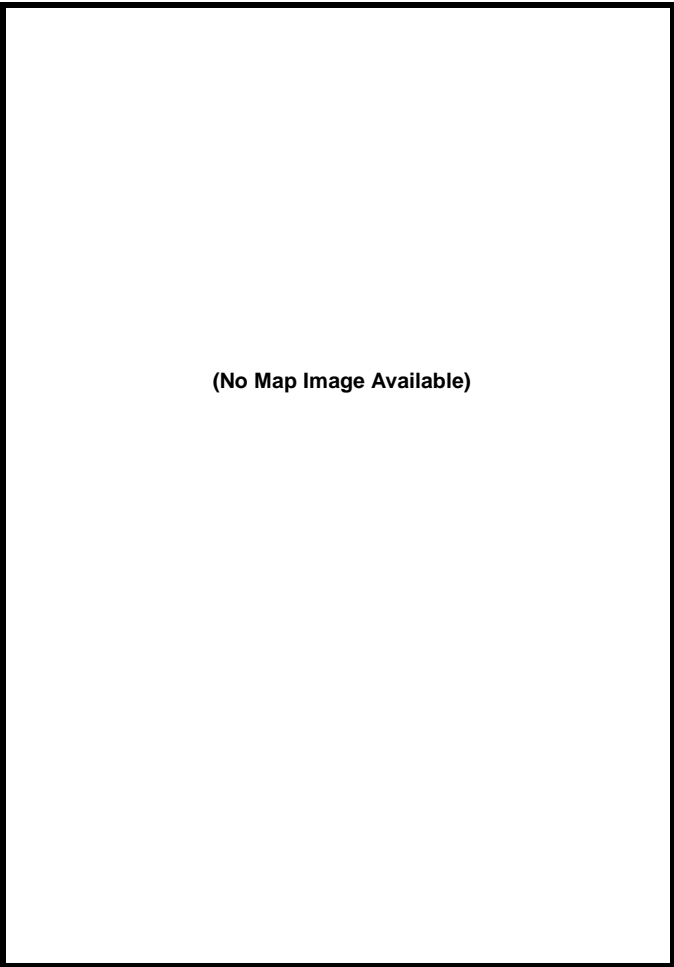
Impact on Operating Budget:

Placeholder for 5-year program development. Project 30.55% TSDC eligible.

Environmental Impacts:

Changes Since Last Plan:

Placeholder project prospectus.No Change



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate				Jul-24
EndDate				Jun-27

Project Budget: <i>Actuals recorded thru 2.18.2021</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	\$0	\$0	\$0	\$0	\$150,000	\$1,080,000	\$1,230,000
Countywide SDCs	\$0	\$0	\$0	\$0	\$0	\$0	\$66,000	\$475,200	\$541,200
Total Project Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$216,000	\$1,555,200	\$1,771,200
Expenditures:									
4 - Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$216,000	\$1,555,200	\$1,771,200
Total Project Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$216,000	\$1,555,200	\$1,771,200

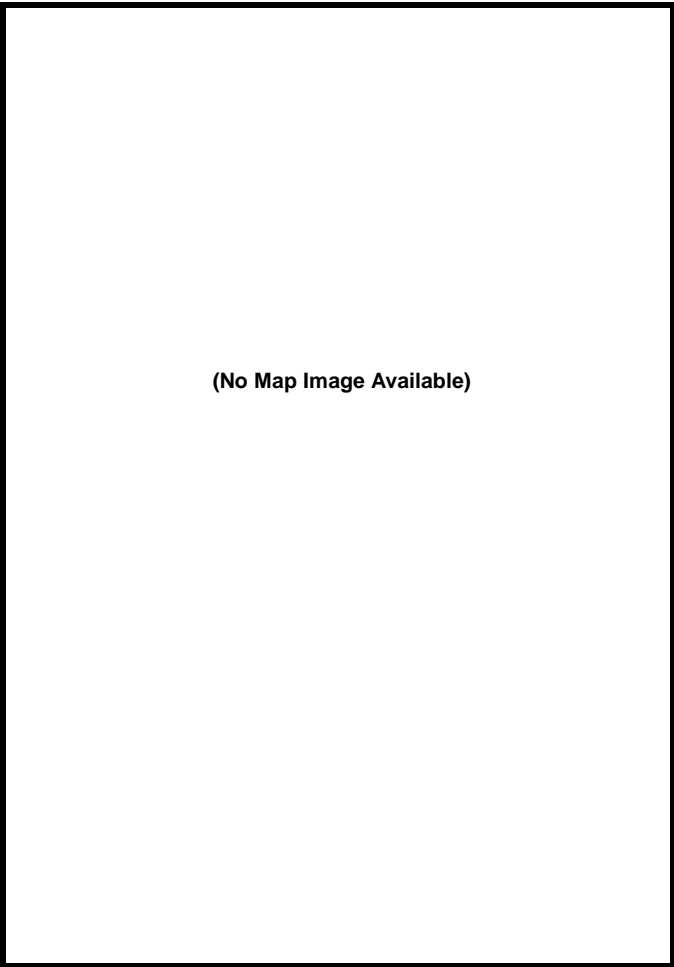
**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: CRF04
Project Name: West Linn - SIF Project (TBD)
Project Location:
Map No:

Program: 02051-CRF STRATEGIC INVESTM
Project Manager(s): Michael Bezner
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Oct-20

Project Description/Scope:
Placeholder for future project.



Project Justification:

Impact on Operating Budget:
Placeholder for future project to allow for 5-year program forecasting.

Environmental Impacts:

Changes Since Last Plan:

Project Schedule:	Planning	Design	Right of Way	Construction
StartDate				
EndDate				

Project Budget: <i>Actuals recorded thru 2.18.2021</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	\$0	\$0	\$0	\$0	\$0	\$1,100,000	\$1,100,000
Total Project Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100,000	\$1,100,000
Expenditures:									
4 - Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100,000	\$1,100,000
Total Project Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100,000	\$1,100,000

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: CRFJT
Project Name: Community Road Fund - SIF Jurisdictional Transfers
Project Location:
Map No:

Program: 02051-CRF STRATEGIC INVESTM
Project Manager(s): Michael Bezner
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #:

Date of Last Revision:

Project Description/Scope:

Transfers listed in order of programmed expenses:

- Gladstone Jurisdictional Transfer
- Canby Jurisdictional Transfer
- Milwaukie Jurisdictional Transfer
- Wilsonville Jurisdictional Transfer
- Happy Valley Jurisdictional Transfer
- Lake Oswego Jurisdictional Transfer
- Oregon City Jurisdictional Transfer

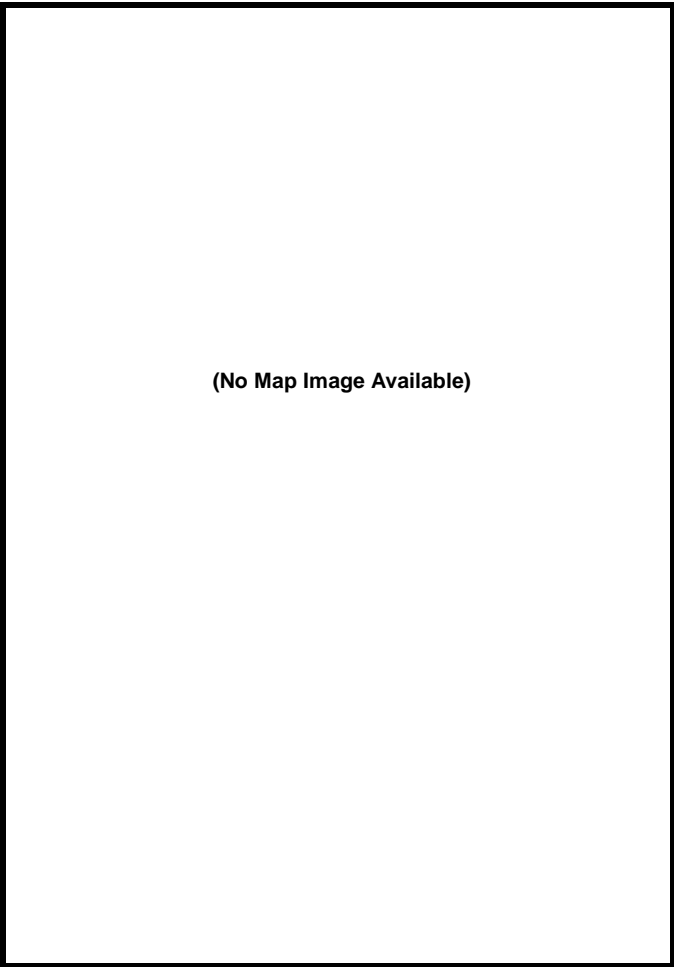
Project Justification:

Impact on Operating Budget:

Planned jurisdictional transfers using Community Road Fund Strategic Investment Fund revenues.

Environmental Impacts:

Changes Since Last Plan:



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate				
EndDate				

Project Budget: <i>Actuals recorded thru 2.18.2021</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	\$950,000	\$910,000	\$150,000	\$580,000	\$350,000	\$700,000	\$3,640,000
Total Project Revenues	\$0	\$0	\$950,000	\$910,000	\$150,000	\$580,000	\$350,000	\$700,000	\$3,640,000
Expenditures:									
Pmts Local Govt&Other Agencies	\$0	\$0	\$950,000	\$910,000	\$150,000	\$580,000	\$350,000	\$700,000	\$3,640,000
Total Project Expenditures	\$0	\$0	\$950,000	\$910,000	\$150,000	\$580,000	\$350,000	\$700,000	\$3,640,000

Project Number: CRFXT
Project Name: COMMUNITY ROAD FUND - UNPROGRAMMED \$
Project Location:
Map No:

Program: 0-(No PS Program)
Project Manager(s): Diedre Landon/Michael Bezner
Budgeted in Dept: 7401 - DTD Ofc of Director
Current Status: DISCONTINUED
Job Cost #:

Date of Last Revision:

Project Description/Scope:

Original forecasts suggested there would be \$588k unprogrammed CRF revenue each fiscal year.

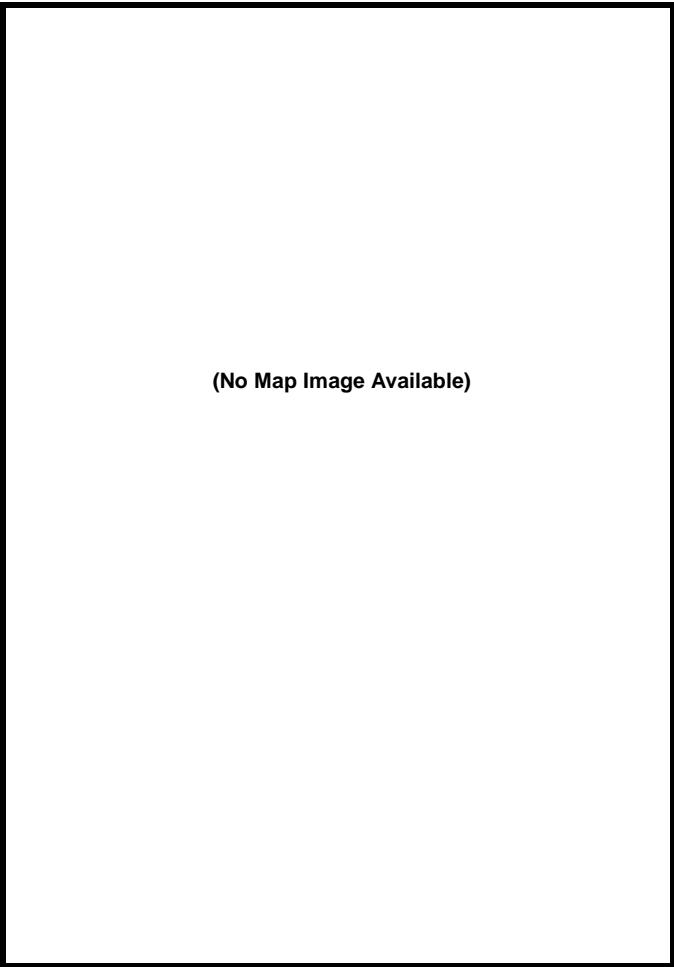
Project Justification:

Impact on Operating Budget:

REVENUE PLACEHOLDER FOR 5-YR PROGRAM DEVELOPMENT

Environmental Impacts:

Changes Since Last Plan:



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate				
EndDate				

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

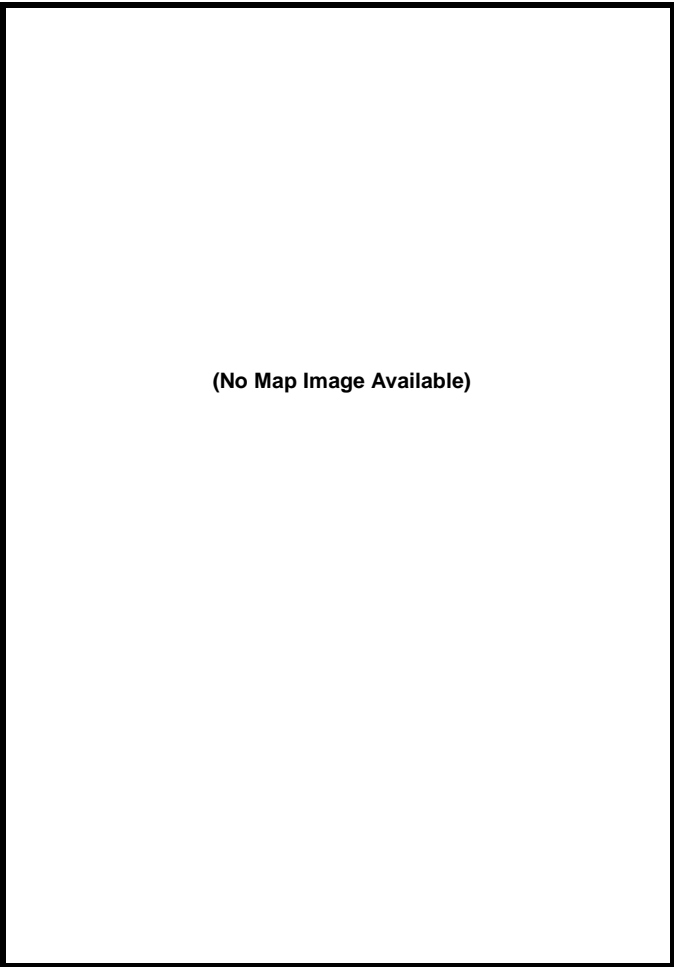
Project Number: DR002
Project Name: Contract Paving: Foster Rd (MP 0.00 - 0.20)
Project Location: Hwy 212 to 250 feet north of Damascus Lane (MP 0.00-0.20)
Map No:

Program: 00059-DAMASCUS ROADS
Project Manager(s): Maurice Hall
Budgeted in Dept: 7435 - Damascus Roads
Current Status: ACTIVE
Job Cost #: RM-2020-00015 Construction

Date of Last Revision: Feb-21

Project Description/Scope:

This project will replace failing asphalt on Foster Road between mile points 0.00 and 0.20 (RD-23054).



Project Justification:

This project will replace failing asphalt that is starting to become a road hazard.

Impact on Operating Budget:

This project is being funded through the Damascus Road Fund.

Environmental Impacts:

None.

Changes Since Last Plan:

New project.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jun-20		May-21
EndDate		Jun-20		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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$0	\$0	\$125,000	\$125,000	\$0	\$0	\$0	\$0	\$250,000
Total Project Revenues	\$0	\$0	\$125,000	\$125,000	\$0	\$0	\$0	\$0	\$250,000
Expenditures:									
4 - Construction	\$17,337	\$20,703	\$104,297	\$125,000	\$0	\$0	\$0	\$0	\$267,337
Total Project Expenditures	\$17,337	\$20,703	\$104,297	\$125,000	\$0	\$0	\$0	\$0	\$267,337

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: GR002
Project Name: Abernethy Creek (Holly Ln) Bridge Replacement
Project Location: Holly Lane @ Abernethy Creek
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Joel Howie
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:

The existing Abernethy Creek (Holly Lane) Bridge is currently load restricted and in need of replacement. The bridge has a sufficiency rating of only 3 due to deficiencies in the the concrete deck, floor beam cracks, and weakness of the gusset plates. The bridge will be replaced to current standards. The project will include preliminary and final design, environmental permitting, right of way acquisition and construction.

Project Justification:

Replacement of the Holly Lane Bridge over the Sandy River will ensure there are no load restrictions on the bridge and a bridge constructed to current standards that would allow no restrictions to emergency response, commercial truck traffic, and residents in this area of Clackamas County.

Impact on Operating Budget:

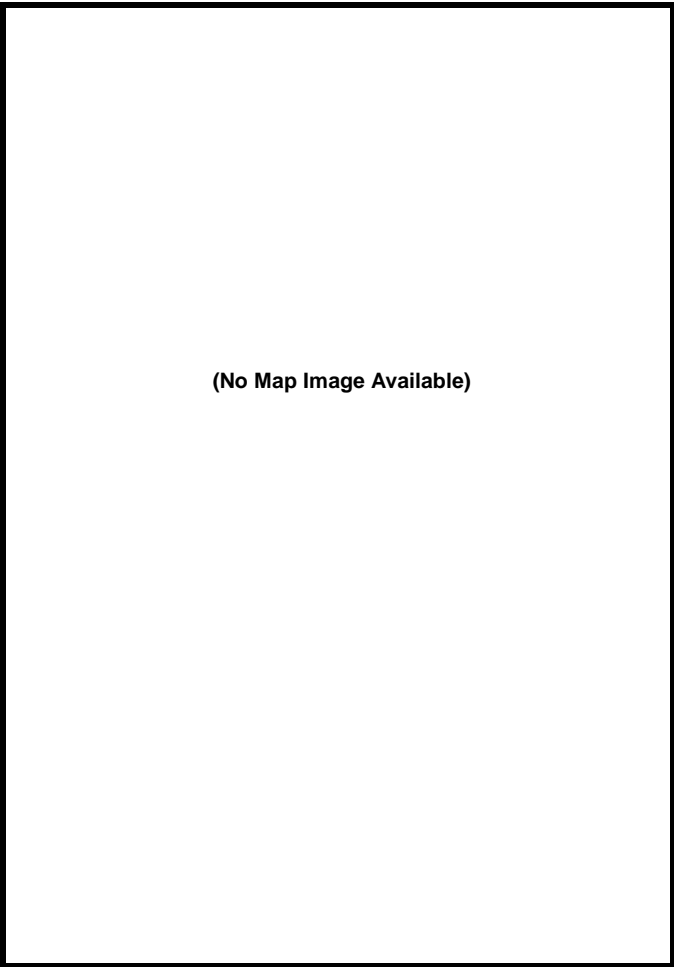
County Road Funds are required as a match to the federal funds. The County is applying for a federal Local Bridge Program Grant to cover 89.73% of funding for the project. The County's match would be 10.27%.

Environmental Impacts:

The project will need to gain environmental clearance through ODOT, SHPO and FHWA. It is likely permits will be needed from the Department of State Lands, U.S. Army Corps of Engineers, ODFW and DEQ.

Changes Since Last Plan:

No Change to project



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jan-25	Jan-26	Mar-27
EndDate		Mar-27	Mar-27	Dec-28

Project Budget: <i>Actuals recorded thru 2.18.2021</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:									
Federal Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,307,040	\$4,307,040
Road Fund + HB 2017	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$492,960	\$492,960
Total Project Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,800,000	\$4,800,000
Expenditures:									
2 - Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$910,500	\$910,500
3 - Right of Way Purchase	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000
4 - Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,839,500	\$3,839,500
Total Project Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,800,000	\$4,800,000

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: GR003
Project Name: Sandy River (Lusted Rd) Bridge Replacement
Project Location: Lusted Rd @ Sandy River (Dodge Park)
Map No:

Program: 02105-Bridge Projects
Project Manager(s): Joel Howie
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:

The Sandy River (Lusted Rd) Bridge is currently load restricted and in need of replacement. This project will design and construct a new bridge on the same existing alignment. The project will include preliminary and final design, environmental permitting, right of way acquisition and construction.

Project Justification:

Replacement of the Lusted Rd bridge over the Sandy River adjacent to Dodge Park will ensure a long-term transportation system link for emergency response, access to the area for the timber industry, and for residents of an isolated area of Clackamas County. The existing Sandy River bridge is load restricted and access for emergency response and for timber harvest vehicles is heavily restricted.

Impact on Operating Budget:

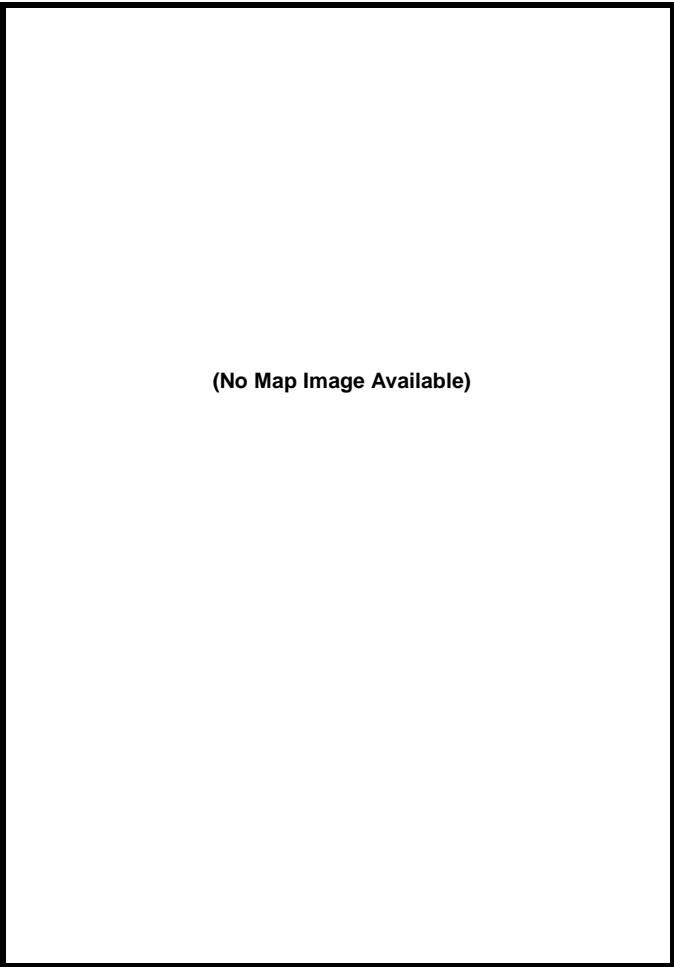
County Road Funds are required as a match to the federal funds. The County is applying for a federal Local Bridge Program Grant to cover 89.73% of funding for the project. The County's match would be 10.27%.

Environmental Impacts:

Environmental permitting will be necessary through the County, Department of State Lands, U.S. Army Corps of Engineers, ODFW and DEQ with SHPO clearance required.

Changes Since Last Plan:

No Changes to project.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jan-25	Jan-26	Mar-27
EndDate		Mar-27	Mar-27	Dec-28

Project Budget: <i>Actuals recorded thru 2.18.2021</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:									
Federal Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,128,000	\$10,128,000
Road Fund + HB 2017	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,532,000	\$2,532,000
Total Project Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,660,000	\$12,660,000
Expenditures:									
2 - Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,772,000	\$1,772,000
3 - Right of Way Purchase	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000	\$80,000
4 - Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,808,000	\$10,808,000
Total Project Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,660,000	\$12,660,000

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: PN001
Project Name: Arndt Road Extension - Goal Exception & Engineering Study
Project Location: I-5 / Canby area including Arndt Rd, Barlow Rd, OR 99E, Berg Pa
Map No: D2 & D3

Program: 02051-CRF STRATEGIC INVESTM
Project Manager(s): Stephen Williams
Budgeted in Dept: 7436 - Community Road Fund
Current Status: ACTIVE
Job Cost #: EN-0000-02127 Planning

Date of Last Revision: Feb-21

Project Description/Scope:

1. Identify alternatives
2. Analyze intersection operations at 3 intersections for each alternative
(OR99E/Barlow, Arndt/Barlow, OR99E/Berg Parkway)
3. Estimate benefits of each alternative
4. Identify critical issues
5. Analyze impact of tolling I-5 Boone Bridge on each alternative
6. Estimate conceptual cost for each alternative
7. Conduct public involvement
8. Identify land use requirements, such as a goal exception for each alternative
9. Prepare Goal Exception, if necessary, and secure approval through county
10. Submit Goal Exception to DLCDC and secure state approval

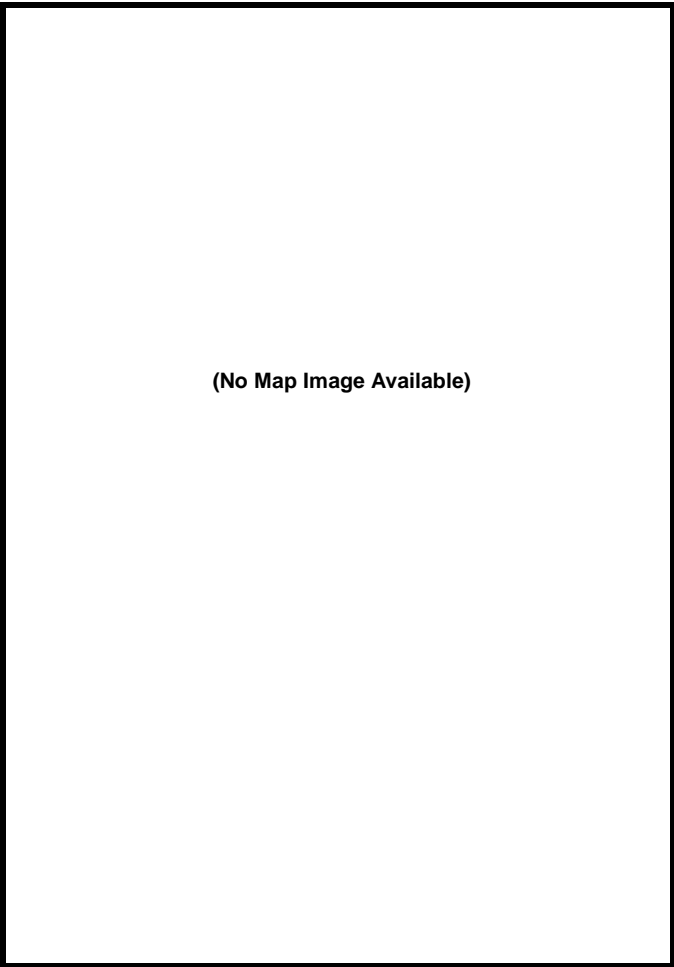
Project Justification:

The Arndt Rd extension & goal exception has been a priority for the Board of County Commissioners for many years and the OR99E/Barlow Road intersection was identified as a priority for VRF funding. This project will develop concepts and the goal exception (as needed) for each of this priority project.

Impact on Operating Budget:

Environmental Impacts:

Changes Since Last Plan:



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Feb-21			
EndDate	Jan-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 2.18.2021</i>									
Revenues:									
Community Road Fund (CRF)	\$0	\$0	\$172,000	\$172,000	\$0	\$0	\$0	\$0	\$344,000
Total Project Revenues	\$0	\$0	\$172,000	\$172,000	\$0	\$0	\$0	\$0	\$344,000
Expenditures:									
1 - Planning	\$0	\$1,185	\$170,815	\$172,000	\$0	\$0	\$0	\$0	\$344,000
Total Project Expenditures	\$0	\$1,185	\$170,815	\$172,000	\$0	\$0	\$0	\$0	\$344,000

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

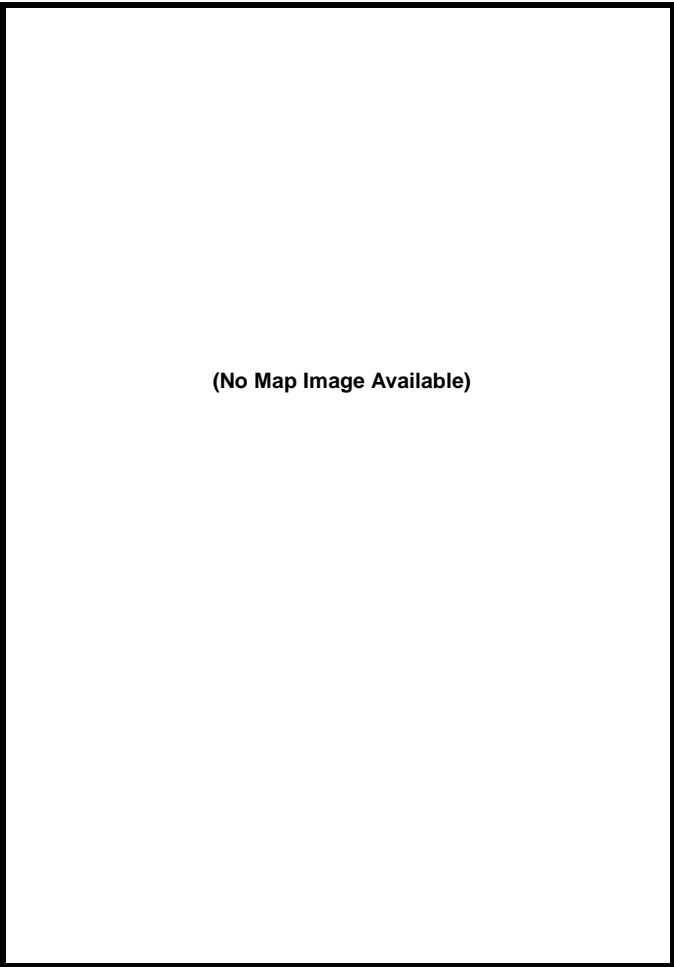
Project Number: PN002
Project Name: Damascus Mobility Plan
Project Location:
Map No: A7 & A8

Program: 00059-DAMASCUS ROADS
Project Manager(s): Stephen Williams
Budgeted in Dept: 7435 - Damascus Roads
Current Status: ACTIVE
Job Cost #: EN-0000-18081 Planning

Date of Last Revision: Feb-21

Project Description/Scope:

1. Existing Damascus Road System
2. Existing Conditions
3. Existing and Future Population and Employment
4. Future Damascus Area Traffic Demand
5. Deficiencies Anticipated in 2040
6. Focus Intersections: Sunnyside/Foster/OR 212, OR212/222nd
7. Online Public involvement on Possible Improvement Projects
8. Modeling / Analysis of Proposed Projects
9. Public involvement on Proposed Projects
10. Financial Forecast
11. Draft Damascus Mobility Plan
12. Consideration by Planning Commission
13. Consideration by Board of County Commissioners
14. Adoption and publication of Damascus Mobility Plan



Project Justification:

Under Oregon law the county must adopt a Transportation System Plan for its entire jurisdiction that demonstrates that sufficient transportation system capacity is available to serve existing and proposed development. Due to the unusual fashion in which Clackamas County regained responsibility for Damascus it did not have a transportation system plan in place for the Damascus area. This planning process focuses on roads and other modes (bike/pedestrian, transit) will be developed through other planning processes. Development of these plans will allow the Damascus area to be treated in a manner consistent with the remainder of the unincorporated area in the next TSP update.

Impact on Operating Budget:

Total budget is approximately \$250,000. Allocation of budget to line items is currently under negotiation with consultant.

Environmental Impacts:

None

Changes Since Last Plan:

No Plan changes

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jan-21			
EndDate	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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$0	\$0	\$100,000	\$195,000	\$0	\$0	\$0	\$0	\$295,000
Total Project Revenues	\$0	\$0	\$100,000	\$195,000	\$0	\$0	\$0	\$0	\$295,000
Expenditures:									
1 - Planning	\$940	\$1,081	\$98,919	\$195,000	\$0	\$0	\$0	\$0	\$295,940
Total Project Expenditures	\$940	\$1,081	\$98,919	\$195,000	\$0	\$0	\$0	\$0	\$295,940

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: PN003
Project Name: Bike / Walk Clackamas Plan
Project Location: Countywide
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): Scott Hoelscher
Budgeted in Dept: 7442 - DTD Long Range Planning
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:

This project will simultaneously update the Pedestrian and Bicycle Master Plans, both were last updated in 2003. The goal of the project to establish a comprehensive long-term vision for improving walking and biking as a mode of transportation in Clackamas County. The end result will be a document that guides and equitably prioritizes future biking and walking transportation investments and active transportation policy in Clackamas County for the next 20 years. The consolidated plan will serve as the pedestrian and bicycle elements of the Transportation System Plan, which is Chapter 5 of the Comprehensive Plan.

Project Justification:

Maintaining up-to-date pedestrian and bicycle transportation plans is required by Oregon state law and statewide planning Goal 12: Transportation. This project is a grant award by ODOT through the Transportation Growth Management (TGM) program.

Impact on Operating Budget:

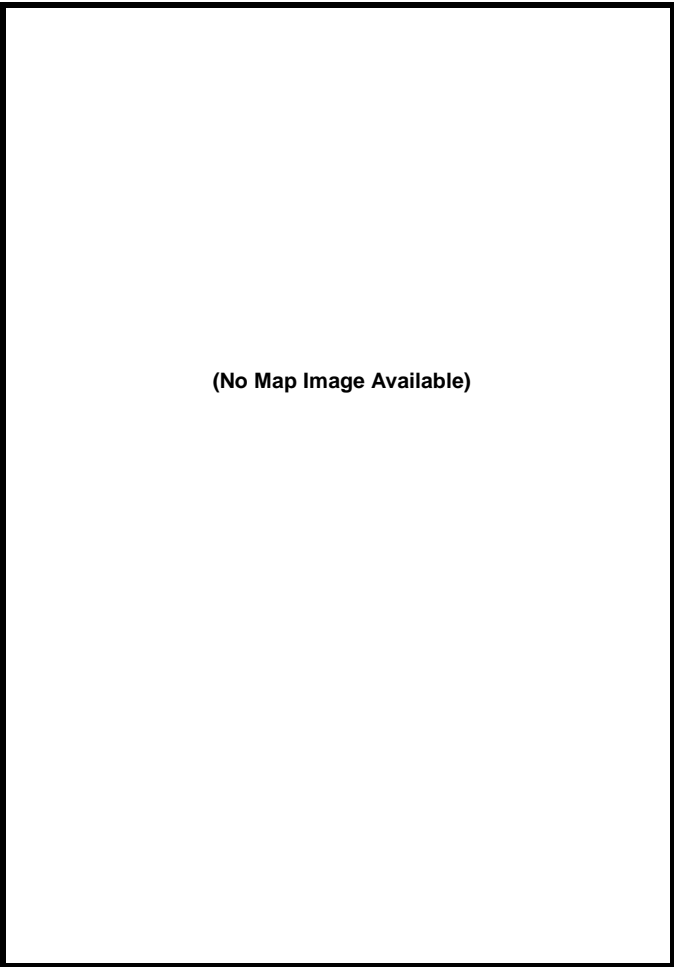
A TGM grant award was obtained to fund this project. The only impact on the Operating Budget is a 12% match requirement. The grant award is \$200,000, which equates to \$24,000. Match requirement can be met with in-kind staff time. There is not other impact on Operating Budget.

Environmental Impacts:

This is a planning project that does not involve construction impacts or direct environmental considerations.

Changes Since Last Plan:

No plan changes



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate	Jun-21			
EndDate	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 2.18.2021</i>									
Revenues:									
Road Fund + HB 2017	\$0	\$0	\$0	\$18,000	\$6,000	\$0	\$0	\$0	\$24,000
State Revenues	\$0	\$0	\$0	\$132,000	\$44,000	\$0	\$0	\$0	\$176,000
Total Project Revenues	\$0	\$0	\$0	\$150,000	\$50,000	\$0	\$0	\$0	\$200,000
Expenditures:									
1 - Planning	\$0	\$0	\$0	\$150,000	\$50,000	\$0	\$0	\$0	\$200,000
Total Project Expenditures	\$0	\$0	\$0	\$150,000	\$50,000	\$0	\$0	\$0	\$200,000

Project Number: R1719
Project Name: Dickey Prairie Road Pavement Distress Mitigation
Project Location: Dickey Prairie Road @ MP 3.4
Map No:

Program: 02101-Road Projects
Project Manager(s): Maurice Hall
Budgeted in Dept: 7433 - DTD Trans Maintenance
Current Status: ARCHIVED
Job Cost #: RM-2017-00019 Repair/Maint

Date of Last Revision: Apr-18

Project Description/Scope:

The Dickey Prairie Road Pavement Distress Mitigation Project will re-construct the portion of Dickey Prairie Road, located approximately at mile point 3.4, that was damaged by a landslide. This project will remove an existing soldier pile retaining wall, reconstruct a new flexible retaining wall, and construct a deep pavement section patch.

Project Justification:

Dickey Prairie Road has one traversable lane. If this project isn't constructed, 16 homes could lose their only access.

Impact on Operating Budget:

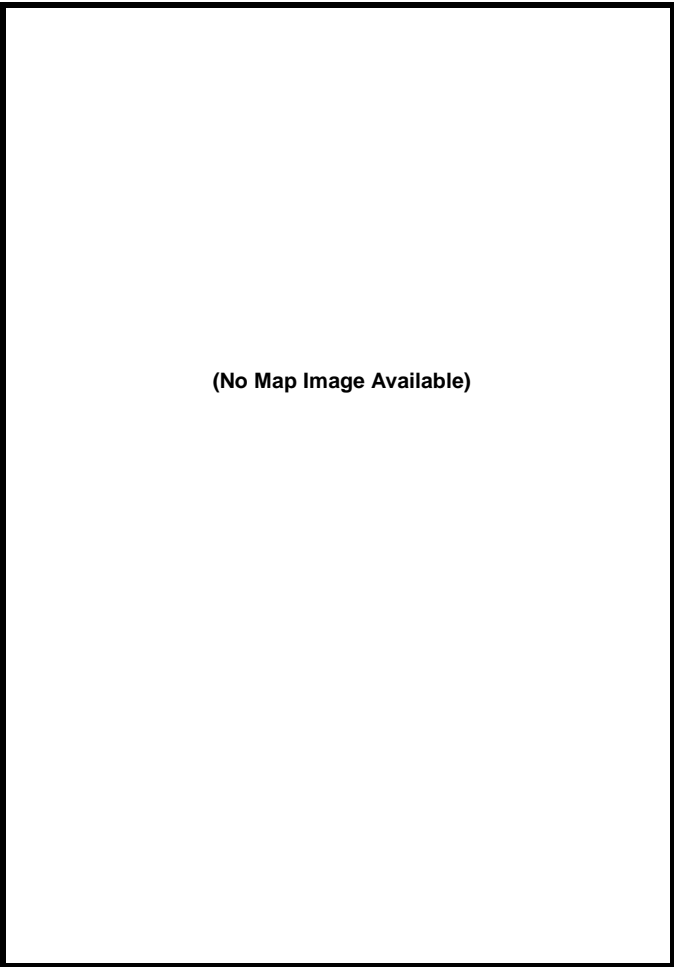
This project is funded by Road Funds.

Environmental Impacts:

Environmental Impacts are minimal. Permits are required because the project is re-establishing an existing road and because the work falls with the County's 1200-C permit.

Changes Since Last Plan:

N/A-new prospectus.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate				
EndDate				

Project Budget: <i>Actuals recorded thru 2.18.2021</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+	
Expenditures:									
5-Repair/Maint	\$51,964	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$51,964
Total Project Expenditures	\$51,964	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$51,964

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: SA001
Project Name: Clackamas County Regional Freight ITS Project Phase 2B
Project Location: County Wide (UGB Area)
Map No:

Program: 02103-Safety Projects
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:

The scope of Clackamas County Regional Freight ITS – Phase 2B Project is to complete the unfunded portion of intelligent transportation system (ITS) strategies identified in the 2018 County Freight ITS plan. This project will design and install truck priority signal timing at 18 signalized intersections, battery backup system at 21 traffic signals, traffic monitoring cameras at 3 intersections, and traffic count stations at 3 intersections.

Clackamas Industrial Area Corridors:

1. SE 82nd Drive
2. Oregon Hwy 212
3. Oregon Hwy 224
4. SE Sunnybrook Blvd

Wilsonville Industrial Area Corridors:

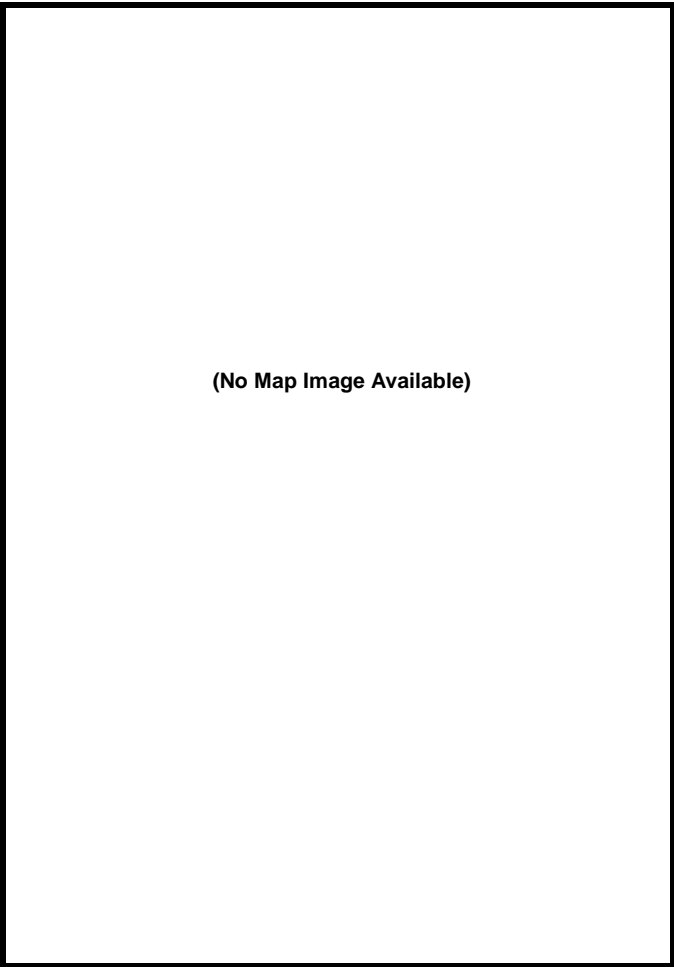
1. SE 95th Ave
2. SW Elligsen Rd
3. SW Wilsonville Rd

Project Justification:

In 2018, Clackamas County, with funding from initial RFFA grant allocation, completed the County's first Freight ITS Action Plan during Phase 1 of Clackamas County Regional Freight ITS Project. The goal of Freight ITS Action Plan is to address improvements to travel time reliability and safety of the regional freight system in known congested areas in Clackamas and Wilsonville industrial area. The strategies identified in the plan focuses on cost-effective smart ITS technology solutions focused at signalized intersections within the first and last mile arterial connections. Although Clackamas County was awarded approximately \$2.3 million (including local match) in the initial RFFA grant allocation, County's Freight ITS Action Plan identified approximately \$4 million of high priority improvements with full implementation. With the initial RFFA grant funding, Phase 1 was completed with development of Freight ITS Action Plan and Phase 2, currently underway, project design and construction of partial implementation.

Impact on Operating Budget:

Total project estimate for phase 2B is \$1,359,300.00. Local match of 10.27% of road fund is approximately \$139,601.00 and the remaining 89.73% of Metro's Regional Flexible Fund Allocation is \$1,219,700.00.



Environmental Impacts:

Changes Since Last Plan:

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Oct-21		Oct-22
EndDate		Sep-22		Sep-24

Project Budget: <i>Actuals recorded thru 2.18.2021</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:									
Federal Revenues	\$0	\$0	\$0	\$107,676	\$170,407	\$538,058	\$403,546	\$0	\$1,219,687
Road Fund + HB 2017	\$0	\$0	\$0	\$12,324	\$19,503	\$61,583	\$46,187	\$0	\$139,597
Total Project Revenues	\$0	\$0	\$0	\$120,000	\$189,910	\$599,641	\$449,733	\$0	\$1,359,284
Expenditures:									
2 - Design	\$0	\$0	\$0	\$120,000	\$40,000	\$0	\$0	\$0	\$160,000
4 - Construction	\$0	\$0	\$0	\$0	\$149,910	\$599,641	\$449,733	\$0	\$1,199,284
Total Project Expenditures	\$0	\$0	\$0	\$120,000	\$189,910	\$599,641	\$449,733	\$0	\$1,359,284

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: SA002
Project Name: Clackamas County Regional ATC Controller & Signal Optimizatio
Project Location: County wide
Map No:

Program: 02103-Safety Projects
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE
Job Cost #:

Date of Last Revision: Feb-21

Project Description/Scope:

This project proposes to replace ninety-nine (99) older model 170/2070 traffic signal controllers to the latest Advanced Traffic Controllers (ATC). ATC Controllers are the latest national and state standards with more functionality and built-in performance software tools. Along with controller, local software, and central signal system upgrade, intersection signal timing will be optimized for all users. County will be the lead agency for this project.

Project Justification:

The justification for this project includes support by Metro's Transportation System Management and Operations (TSMO) Program. This project is a regional priority supported by the TransPort (Subcommittee of TPAC) recommendation Dec. 11, 2019. This project will serve a portion of unincorporated Clackamas County and areas within City of Lake Oswego, Wilsonville, Oregon City, Milwaukie, Gladstone, and West Linn. Communities within these area would be better served with reliable traffic signal system and improve travel time. With full deployment of ATC controllers with optimized signal timing, freight, transit, cars, bikes and pedestrians will have safer, more reliable travel. This project will enable traffic engineers to improve their use of the region's central traffic signal system. County and six local agencies will be addressing multimodal traffic management with optimized traffic signal timing and coordination using signal performance data from ATC and central traffic signal system reporting. Traffic operations will be alerted to traffic signal issues rather than relying on the public eventually calling operators to report a problem.

Impact on Operating Budget:

Total estimate for this project is \$820,103.00. Local match of 10.27% is \$84,225.00. Local agencies (Lake Oswego, Oregon City, Wilsonville, Milwaukie, Gladstone, and West Linn) has committed to contributing proportional match.

Local Match Allocation:

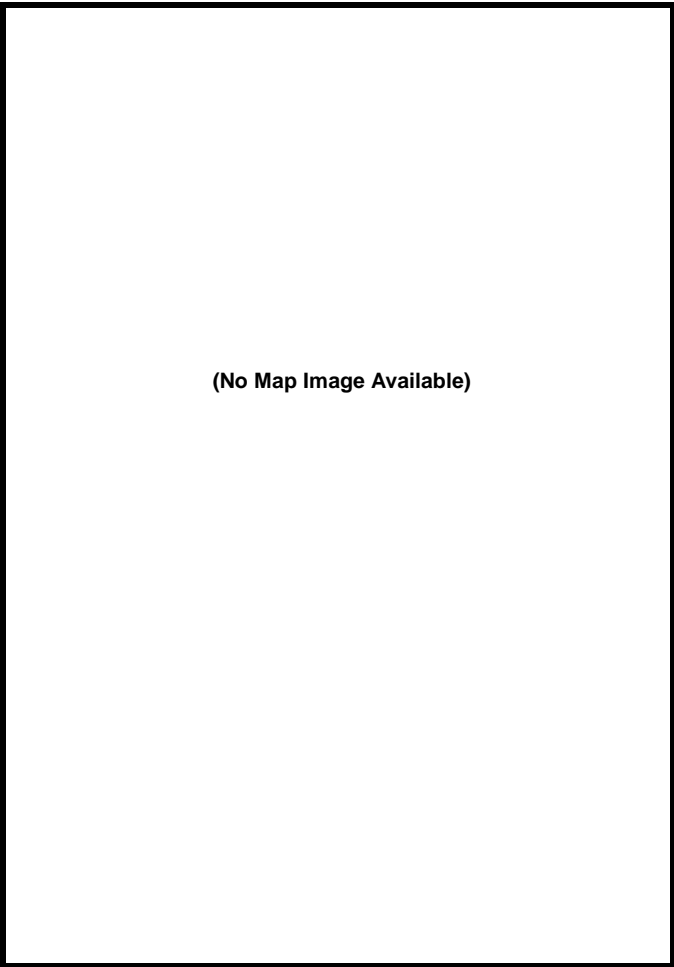
Clackamas (29.29%): \$24,671.85
 Lake Oswego (24.24%): \$20,418.08
 Oregon City (17.17%): \$14,462.81
 Wilsonville (19.19%): \$16,164.31
 Gladstone (3.03%): \$2,552.26
 West Linn (1.01%): \$850.75

Environmental Impacts:

Changes Since Last Plan:

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jan-21		Jul-21
EndDate		Jun-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 2.18.2021</i>									
Revenues:									
Contract With Cities	\$0	\$0	\$3,631	\$47,202	\$8,722	\$0	\$0	\$0	\$59,555
Road Fund + HB 2017	\$0	\$0	\$1,504	\$19,553	\$3,613	\$0	\$0	\$0	\$24,670
State Revenues	\$0	\$0	\$44,865	\$583,245	\$107,768	\$0	\$0	\$0	\$735,878
Total Project Revenues	\$0	\$0	\$50,000	\$650,000	\$120,103	\$0	\$0	\$0	\$820,103
Expenditures:									
2 - Design	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000

**Clackamas County Prospectus
Fiscal Year 2020/21 to 2025/26**

Project Number: SA002
Project Name: Clackamas County Regional ATC Controller & Signal Optimizatio
Project Location: County wide
Map No:

Program: 02103-Safety Projects
Project Manager(s): Bikram Raghubansh
Budgeted in Dept: 7434 - DTD Trans Safety
Current Status: ACTIVE
Job Cost #:

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 2.18.2021</i>									
4 - Construction	\$0	\$0	\$0	\$650,000	\$120,103	\$0	\$0	\$0	\$770,103
Total Project Expenditures	\$0	\$0	\$50,000	\$650,000	\$120,103	\$0	\$0	\$0	\$820,103



Department of Finance

Public Services Building
2051 Kaen Road, Suite 490 | Oregon City, OR 97045

June 16, 2021

Board of County Commissioners
Clackamas County

Members of the Board:

Resolution Adopting the Clackamas County FY 2021-2022 Budget,
making Appropriations, Imposing and Categorizing Taxes
for the Period of July 1, 2021 through June 30, 2022

Purpose/Outcome	Budget adoption for Clackamas County FY 2021-2022
Dollar Amount and Fiscal Impact	The effect is to adopt a budget of \$1,035,465,469
Funding Source	Includes Beginning Fund Balance, Other Revenue Resources, Charges, Fees, License, Permits, Fines, Assessments Revenues, Federal, State, Local All Other Gifts & Donations Revenues, General Fund Support, Other Interfund Transfers, Bonds & Other Debt Revenues and Taxes.
Duration	July 1, 2021 - June 30, 2022
Previous Board Action/Review	Budget Committee approval May 27, 2021
Strategic Plan Alignment	Build public trust through good government
County Counsel Review	Reviewed and approved by County Counsel June 7, 2021
Procurement Review	This is a Budget item and Procurement review is not applicable
Contact Person	Sandra Montoya, 503-742-5424
Contract No.	N/A

BACKGROUND:

Attached are the Resolution and exhibits to adopt the budget, and categorize and impose taxes, as published and approved by the Budget Committee in accordance with state budget law.

The attached Resolution establishes a budget for Clackamas County July 1, 2021 through June 30, 2022 of \$1,035,465,469.

RECOMMENDATION:

Staff respectfully recommends that the Board adopt the attached Resolution and exhibit.

Sincerely,

Elizabeth Comfort

Elizabeth Comfort
Finance Director

**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, 2021 to June 30,
2022 for Clackamas County



Resolution No. 2021-36
Page 1 of 2

WHEREAS that the Board of Commissioners, as the governing body of Clackamas County, hereby adopts the expenditure budget approved by the Clackamas County Budget Committee in compliance with Oregon Local Budget Law ORS 294 for the fiscal year beginning July 1, 2021, and ending June 30, 2022, in the sum of \$962,056,716 plus an unappropriated ending fund balance of \$73,408,755, for a total of \$1,035,465,469;

WHEREAS the established appropriations are detailed in the attached **Exhibit A**, which is, by this reference, incorporated herein;

WHEREAS the budget document is now on file at 2051 Kaen Road, in Oregon City, Oregon, and/or available for viewing online at <https://www.clackamas.us/budget>;

WHEREAS proper notice has been given in newspaper and online to allow for public participation;

WHEREAS it is the desire of the Board of Commissioners to manage the budget with a new chart of accounts for uniformity and consistency between Clackamas County and its component units, and a reduction in the number of accounts and merging/closure of funds is necessary as detailed in **Exhibit B** attached;

BE IT RESOLVED that a new chart of account is implemented in FY21-22 for uniformity and consistency between Clackamas County and its component units. Overall changes include a reduction in number of accounts and merging/closure of funds as detailed in the attached **Exhibit B**;

BE IT RESOLVED, that, pursuant to ORS 294.353, the balance of any merged or closed accounts deemed as unnecessary in **Exhibit B** shall be transferred to the corresponding fund identified in **Exhibit B**;

BE IT RESOLVED, that the Clackamas County Administrator and the Clackamas County Director of Finance are hereby delegated authority to execute any and all documents, and take all actions, reasonably necessary to transfer funds in merged or closed accounts, as described above; and

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 \$5,562,566 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, 2021 to June 30,
2022, for Clackamas County



Resolution No. 2021-36
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 for Clackamas County - City	\$2.4042/\$1,000
Permanent Rate Tax for Clackamas County - Rural	\$2.9766/\$1,000
Local Option Tax	\$0.2480/\$1,000

Excluded from Limitation


General Obligation Bond Debt Service \$5,562,566

BE RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS THAT:


The amounts set forth in Exhibit A attached hereto are hereby appropriated and above statements are approved and declared adopted on this 16th day of June, 2021.

DATED this 16th day of June, 2021

BOARD OF COUNTY COMMISSIONERS



Chair



Recording Secretary

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2021-22**

<u>GENERAL FUND</u>	<u>APPROPRIATION</u>
Board of County Commissioners & County Administration	5,602,621
Assessor	9,435,548
Clerk	3,718,043
County Counsel	3,129,050
Finance	8,577,633
Human Resources	5,063,699
Public & Government Affairs	5,400,881
Treasurer	1,331,971
Sheriff's Office (CCSO)	88,476,503
Community Corrections	17,537,779
Disaster Management	3,838,671
District Attorney	15,028,549
Justice Court	2,042,309
Juvenile	11,237,173
Resolution Services	1,469,894
Transportation & Development (DTD)	12,566,392
Not Allocated to Organizational Unit:	
Personnel Services	23,762,584
Materials & Services	6,007,240
Special Payments	12,845,079
Transfers	146,676,133
Contingency	19,119,186
FUND TOTAL	<u><u>\$ 402,866,940</u></u>
 <u>Transient Lodging Tax Fund</u>	
County Administration	2,661,542
Not Allocated to Organizational Unit:	
Contingency	1,605,503
FUND TOTAL	<u><u>\$ 4,267,045</u></u>
 <u>COUNTY FAIR FUND</u>	
Business & Community Services (BCS)	2,219,670
Not Allocated to Organizational Unit:	
Special Payments	24,250
Contingency	426,410
FUND TOTAL	<u><u>\$ 2,670,330</u></u>

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2021-22**

Lottery Fund

Business & Community Services (BCS)	3,900,379
Not Allocated to Organizational Unit:	
Special Payments	513,650
Transfers	63,000
Contingency	2,687,396
FUND TOTAL	\$ 7,164,425

Library Network Fund

Business & Community Services (BCS)	11,334,031
Not Allocated to Organizational Unit:	
Special Payments	850,000
Contingency	248,881
FUND TOTAL	\$ 12,432,912

Property Resources Fund

Business & Community Services (BCS)	1,379,221
Not Allocated to Organizational Unit:	
Special Payments	162,000
Transfers	100,000
Contingency	82,285
FUND TOTAL	\$ 1,723,506

Parks & Forestry Fund

Business & Community Services (BCS)	5,569,419
Not Allocated to Organizational Unit:	
Special Payments	2,000
Contingency	373,520
FUND TOTAL	\$ 5,944,939

Stone Creek Golf Course Fund

Business & Community Services (BCS)	2,632,999
Not Allocated to Organizational Unit:	
Special Payments	1,000
Transfers	200,000
Contingency	388,019
FUND TOTAL	\$ 3,222,018

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2021-22**

Development Services Fund

Transportation & Development (DTD)	9,935,059
Not Allocated to Organizational Unit:	
Contingency	6,275,455
FUND TOTAL	<u><u>\$ 16,210,514</u></u>

Road Fund

Transportation & Development (DTD)	83,451,841
Not Allocated to Organizational Unit:	
Special Payments	5,405,000
Transfers	1,845,813
Contingency	20,087,999
FUND TOTAL	<u><u>\$ 110,790,653</u></u>

Countywide Transportation SDC Fund

Transportation & Development (DTD)	431,747
Not Allocated to Organizational Unit:	
Transfers	759,556
Special Payments	2,250,000
Contingency	7,365,337
FUND TOTAL	<u><u>\$ 10,806,640</u></u>

Public Land Cor Pres Fund

Transportation & Development (DTD)	943,738
Not Allocated to Organizational Unit:	
Contingency	1,351,871
FUND TOTAL	<u><u>\$ 2,295,609</u></u>

Fleet Services Fund

Transportation & Development (DTD)	6,230,993
Not Allocated to Organizational Unit:	
Contingency	352,674
FUND TOTAL	<u><u>\$ 6,583,667</u></u>

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2021-22**

Health Housing & Human Services Fund

Health, Housing & Human Services (H3S)	94,748,896
Not Allocated to Organizational Unit:	
Special Payments	24,161,768
Transfers	212,213
Debt Service	4,000
Contingency	7,558,625
FUND TOTAL	\$ 126,685,502

Clackamas Health Centers

Health, Housing & Human Services (H3S)	48,481,131
Not Allocated to Organizational Unit:	
Special Payments	6,376
Contingency	10,561,297
FUND TOTAL	\$ 59,048,804

Sheriff's Operating Levy Fund

Sheriff's Office (CCSO)	13,652,414
Not Allocated to Organizational Unit:	
Special Payments	270,600
Transfers	54,203
FUND TOTAL	\$ 13,977,217

Law Library Fund

Law Library	481,798
Not Allocated to Organizational Unit:	
Contingency	11,000
FUND TOTAL	\$ 492,798

911 Center Fund

Clackamas 911 (CCOM)	9,548,325
Not Allocated to Organizational Unit:	
Special Payments	1,045,000
Contingency	609,334
FUND TOTAL	\$ 11,202,659

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON**

FISCAL YEAR 2021-22

Facilities Management Fund

Finance		13,624,342
Not Allocated to Organizational Unit:		
Contingency		1,727,577
	FUND TOTAL	<u>\$ 15,351,919</u>

Clackamas Broadband Utility

Technology Services		2,513,348
Not Allocated to Organizational Unit:		
Special Payments		40,000
Contingency		72,086
	FUND TOTAL	<u>\$ 2,625,434</u>

Technology Services Fund

Technology Services		18,039,979
Not Allocated to Organizational Unit:		
Contingency		300,000
	FUND TOTAL	<u>\$ 18,339,979</u>

Self-Insurance Fund

Human Resources		39,330,085
Not Allocated to Organizational Unit:		
Contingency		11,208,346
	FUND TOTAL	<u>\$ 50,538,431</u>

Risk Management Claims Fund

Human Resources		5,451,214
Not Allocated to Organizational Unit:		
Contingency		4,382,590
	FUND TOTAL	<u>\$ 9,833,804</u>

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FISCAL YEAR 2021-22**

County School Fund

Not Allocated to Organizational Unit:		
Materials and Services		6,000
Special Payments		494,000
	FUND TOTAL	<u>\$ 500,000</u>

Special Grants Fund

Not Allocated to Organizational Unit:		
Special Payments		40,613,961
	FUND TOTAL	<u>\$ 40,613,961</u>

Capital Projects Fund

Not Allocated to Organizational Unit:		
Materials and Services		5,810,553
Capital Outlay		5,357,736
	FUND TOTAL	<u>\$ 11,168,289</u>

Clackamas County Debt Service Fund

Not Allocated to Organizational Unit:		
Debt Service		9,409,140
	FUND TOTAL	<u>\$ 9,409,140</u>

Clackamas County Debt Service - GO Bond Fund

Not Allocated to Organizational Unit:		
Debt Service		5,289,580
	FUND TOTAL	<u>\$ 5,289,580</u>

TOTAL		962,056,716
TOTAL APPROPRIATED		962,056,716
TOTAL UNAPPROPRIATED		73,408,755
TOTAL ADOPTED BUDGET		<u>\$ 1,035,465,469</u>

FY21-22 Fund Merger/Closure

Old Fund	Old Name	New Fund	New Name
207	Resolution Services Fund	100	General Fund
209	Disaster Management Fund	100	General Fund
213	Parks Fund	257	Parks & Forestry Fund
214	Planning Fund	100	General Fund
216	Sheriff's Fund	100	General Fund
216	Sheriff's Fund	206	Sheriff's Operating Levy
217	Code Enf, RCSW & SOWP	100	General Fund
217	Code Enf, RCSW & SOWP	205	Development Services Fund
219	Community Corrections Fund	100	General Fund
220	District Attorney's Fund	100	General Fund
221	Justice Court	100	General Fund
241	Behavioral Health Fund	240	Health Housing & Human Services Fund
242	Social Services Fund	240	Health Housing & Human Services Fund
244	Community Development Fund	240	Health Housing & Human Services Fund
246	Children Fam&Comm Connect Fund	240	Health Housing & Human Services Fund
247	Dog Services Fund	100	General Fund
251	Cty SafetyNet Legisl Loc Projs	100	General Fund
252	Public Health Fund	240	Health Housing & Human Services Fund
256	Tourism Development Fund	255	Transient Lodging Tax Fund
260	Juvenile Fund	100	General Fund
742	Records Management Fund	100	General Fund
746	Telecommunications Svcs Fund	747	Technology Services Fund
748	Central Dispatch Fund	605	911 Center Fund

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Clackamas County Board of Commissioners will be held on June 16, 2021 at 10:00 a.m. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2021, as approved by the Clackamas County Budget Committee.

During the ongoing coronavirus pandemic, the Board of County Commissioners (BCC) is maintaining public awareness efforts. While social distancing practices are occurring, the BCC is holding meetings virtually, by Zoom, and in-person, in the Public Service Building, located at 2051 Kaen Road, Oregon City. There is limited seating of twelve (12) spaces available in the main room and an overflow room is also available.

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 email a comment to BCC@clackamas.us, to be admitted into the record during the Citizen Communication portion of the meeting. 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/>, or by emailing for a viewing request. 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: Sandra Montoya , Budget Manager Telephone: (503)742-5424 Email: smontoya@clackamas.us

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2019-20	Adopted Budget This Year 2020-21	Approved Budget Next Year 2021-22
Beginning Fund Balance/Net Working Capital	234,701,867	214,234,393	244,526,954
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	89,464,001	98,046,137	107,103,070
Federal, State and All Other Grants, Gifts, Allocations and Donations	140,738,037	172,777,025	212,671,010
Revenue from Bonds and Other Debt	1,984,386	23,537,875	1,710,005
Interfund Transfers / Internal Service Reimbursements	255,867,194	263,339,598	279,538,885
All Other Resources Except Current Year Property Taxes	175,239,709	175,897,837	189,915,545
Current Year Property Taxes Estimated to be Received	148,164,562	151,324,578	155,095,907
Total Resources - add lines 1 through 7	897,995,194	947,832,865	1,035,465,469

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	285,793,481	316,168,295	333,952,378
Materials and Services	177,125,809	227,351,569	216,218,625
Capital Outlay	16,669,460	62,491,653	61,791,997
Debt Service	13,886,648	16,092,913	14,702,720
Interfund Transfers (incl Intrafund General Fund Transfers)	134,184,372	134,108,909	149,910,918
Contingencies		69,236,388	96,795,392
Special Payments	30,957,987	51,035,258	88,684,684
Unappropriated Ending Balance and Reserved for Future Expenditure	239,377,437	71,347,880	73,408,755
Total Requirements - add lines 9 through 16	897,995,194	947,832,865	1,035,465,469

FINANCIAL SUMMARY - REQUIREMENTS BY ORGANIZATIONAL UNIT OR PROGRAM *			
Name of Organizational Unit or Program			
FTE for that unit or program			
Board of County Commissioners & County Administration	4,117,518	4,494,799	6,331,576
FTE	18.4	19.8	20.5
County Administration - Tourism	3,678,056	1,326,268	4,267,045
FTE	15.0	4.0	6.5
Assessor	8,295,632	8,800,510	9,435,548
FTE	60.0	60.0	60.0
Clerk	3,319,410	4,184,844	4,652,350
FTE	19.0	19.0	19.0
County Counsel	2,863,497	3,031,453	3,129,050
FTE	12.8	12.8	12.8
Finance	18,436,066	25,296,185	23,929,552
FTE	97.5	97.7	97.7
Human Resources	37,503,501	72,262,971	76,272,587
FTE	43.0	43.0	43.0
Public & Government Affairs	5,262,786	5,038,930	5,772,252
FTE	22.0	22.0	22.0
Technology Services	18,643,619	26,454,230	21,342,372
FTE	56.0	56.0	55.0
Treasurer	1,032,226	1,115,170	1,331,971
FTE	6.0	7.0	7.0
Clackamas 911 (CCOM)	8,717,096	11,195,666	11,920,484
FTE	53.8	53.8	55.8
Sheriff's Office (CCSO)	98,229,474	102,277,689	103,208,383
FTE	462.0	457.0	457.0
Community Corrections	17,158,147	17,403,500	17,656,064
FTE	106.0	98.1	96.0
Disaster Management	3,163,089	5,492,589	4,152,871
FTE	11.0	11.8	15.8
District Attorney	13,842,812	15,182,445	15,448,549
FTE	83.7	82.7	82.7
Justice Court	4,235,144	4,714,256	3,342,309
FTE	8.0	7.0	7.0
Juvenile	13,276,840	13,167,024	11,396,441
FTE	47.0	47.0	45.0
Law Library	400,609	562,016	602,798
FTE	2.4	2.4	2.4
Resolution Services	1,464,856	1,563,643	1,469,894
FTE	9.9	9.1	6.8
Department of Transportation and Development	70,996,092	178,115,643	184,399,496

FTE		301.6	297.7	301.7
Health, Housing, and Human Services		119,688,538	177,850,672	185,734,307
FTE		577.4	671.0	679.4
Business and Community Services		15,561,738	42,076,521	39,710,016
FTE		44.5	42.5	42.5
Not Allocated to Organizational Unit or Program		188,731,011	226,225,841	299,959,559
FTE		150.1	150.3	154.5
Total Requirements		897,995,194	947,832,865	1,035,465,469
Total FTE		2,207.1	2,271.6	2,290.1

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

A new chart of account was implemented in FY21-22 for uniformity and consistency between Clackamas County and its component units. Overall changes include a reduction in number of accounts and merging/closure of funds. Prior years' actuals were mapped to the new chart of accounts. General Fund departments now reflect General Fund Support as revenue.

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	\$4,979,000	\$5,319,000	\$5,562,566

STATEMENT OF INDEBTEDNESS

LONG TERM DEBT	Estimated Debt Outstanding on July 1	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$49,430,000	
Other Bonds	\$75,970,000	
Total	\$125,400,000	

* 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 - In the Chart of Accounts, these are specific tasks that make up a project. An activity is a phase, with a distinct beginning and end within an overall project. For example with construction projects, activity code values may be defined such as Planning, Design, Construction, and Closeout. Each Activity can only have one Activity Type, which may be used to provide specific detail to the Activity.

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. 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.

Balanced Budget – Budgeting process where total revenues are equal to total expenses.

Base Budget - The annual data file is used as the starting point for the Budget. The base is pre-populated with adjusted positions costs.

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 a governing body to assemble budget material and information and to oversee the 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 Project Fund - A fund used to account for the receipt and disbursement of money used to finance the building or acquisition of capital facilities.

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 the 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 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 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, and 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.

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 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.

Line of Business: This required field in the chart of accounts aligns with Department Strategic Plans. Departments will use a 4-digit numeric segment.

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.

Materials & Services - A major expenditure category that includes contractual expenditures, consumable materials, supplies, operating costs, and other services.

Managing for Results Program: Tied to Performance Clackamas, this is a strategic plan and process to ensure Clackamas County improves transparency, enhances accountability, and is efficient with taxpayer dollars.

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.

OpenGov: The finance software used for budgeting and planning that allows Clackamas County to streamline and unify the end-to-end budgeting process, tie budget dollars to key initiatives, and draw actionable insights.

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.

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 Strategy and Policy in the Public and Government Affairs Department and Financial Reporting in the Finance Department.

Project: Within the chart of accounts, a project code is 9 characters, contain a start and end date, cannot be reused, and may extend over multiple fiscal years. Project codes may have multiple departments interacting with them (i.e. FEMA, COVID). The fiscal year number of the project code will always correspond to the current fiscal year when the project contract begins.

Proposed Budget - Financial and operating plan prepared by the Budget Officer. It is submitted to the public and the Budget Committee for review.

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.

Service - This field is designed for departments to track detail that is not available in other areas of the chart of accounts. It may also be used to track "physical location".

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).

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>ADA</u>	Americans with Disabilities Act
<u>ADRC</u>	Aging and Disability Resource Connection
<u>AMH</u>	Automated Materials Handling
<u>AOC</u>	Association of Oregon Counties
<u>ARPA</u>	American Rescue Plan Act
<u>BAN</u>	Bond Anticipation Note
<u>BTOP</u>	Broadband Technology Opportunities Program
<u>BCC</u>	Board Of County Commissioners
<u>BCS</u>	Business and Community Services
<u>BOPTA</u>	Board of Property Tax Appeals
<u>BRS</u>	Behavior Rehabilitation Services
<u>CAA</u>	Community Action Agency
<u>CAD</u>	Computer Aided Dispatch
<u>CAFFA</u>	County Assessment Function Funding Assistance
<u>CBX</u>	Clackamas Broadband eXchange
<u>CCLBA</u>	Clackamas County Land Bank Authority
<u>C-COM</u>	Call Center Operations Management
<u>CCSO</u>	Clackamas County Sheriff's Office
<u>CCTCA</u>	Clackamas County Tourism & Cultural Affairs
<u>CDBG</u>	Community Development Block Grant
<u>CDC</u>	Centers for Disease Control and Prevention
<u>CIP</u>	Capital Improvement Project
<u>CJC</u>	Oregon Criminal Justice Commission
<u>COBRA</u>	Consolidated Omnibus Budget Reconciliation Act
<u>CoC</u>	Continuum of Care
<u>COOP</u>	Continuity of Operations Plan
<u>CRF</u>	Community Road Fund
<u>CSAP</u>	Clackamas Substance Abuse Program
<u>CUP</u>	Central Utility Plant
<u>DA</u>	District Attorney
<u>DEQ</u>	Department of Environmental Quality
<u>DSB</u>	Development Service Building
<u>DTD</u>	Department of Transportation and Development
<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>ESG</u>	Emergency Solutions Grant
<u>EV</u>	Electric Vehicle (Charging Station)
<u>FCC</u>	Federal Communications Commission
<u>FEMA</u>	Federal Emergency Management Agency
<u>FILO</u>	First In Last Out
<u>FQHC</u>	Federally Qualified Health Center
<u>FTE</u>	Full-Time Equivalent Employee
<u>GAAP</u>	Generally Accepted Accounting Principles
<u>GFOA</u>	Government Finance Officers Association
<u>GIS</u>	Geographic Information Services

<u>GPS</u>	Global Positioning System
<u>H3S</u>	Health, Housing & Human Services
<u>HOME</u>	HOME Partnership Act
<u>HRIS</u>	Human Resource Information 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>ITS</u>	Intelligent Transportation System
<u>JCP</u>	Juvenile Crime Prevention
<u>JOBS</u>	Job Opportunities and Basic Skills
<u>LDAC</u>	Library District Advisory Committee
<u>LID</u>	Local Improvement District
<u>LINCC</u>	Library Information Network of Clackamas County
<u>MOOT</u>	Museum of Oregon Territory
<u>NCPRD</u>	North Clackamas Parks & Recreation District
<u>NLP</u>	Neighborhood Livability Project
<u>NTIA</u>	National Telecommunications and Information Administration
<u>ODOT</u>	Oregon Department of Transportation
<u>OEA</u>	Office of Economic Analysis
<u>OHA</u>	Office of Health Affairs
<u>ORS</u>	Oregon Revised Statute
<u>OSH</u>	Oregon State Hospital
<u>OSHA</u>	Occupational Safety and Health Act
<u>PCI</u>	Pavement Condition Index
<u>PEG</u>	Public, Education and Government
<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>PPE</u>	Personal Protective Equipment
<u>PSB</u>	Public Service Building
<u>RDPO</u>	Regional Disaster Preparedness Organization
<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>SEM</u>	Strategic Energy Management
<u>SNAP</u>	Supplemental Nutrition Assistance Program
<u>SOWP</u>	Septic & Onsite Wastewater Program
<u>TDC</u>	Tourism Development Council
<u>TGM</u>	Total Golf Management
<u>TRT</u>	Transient Tax Ordinance
<u>TSAP</u>	Traffic Safety Action Plan
<u>TSDC</u>	Transportation System Development Charge
<u>TSP</u>	Transportation System Plan
<u>UASI</u>	Urban Area Security Initiative
<u>UGB</u>	Urban Growth Boundary
<u>UHF</u>	Ultra High Frequency
<u>VHF</u>	Very High Frequency
<u>WES</u>	Water Environment Services