



# Business & Community Services

2021-2022 BUDGET PRESENTATION

SARAH ECKMAN, INTERIM DIRECTOR  
ALLEGRA WILLHITE, DEPUTY DIRECTOR





# 2020 Major Accomplishments

AREA	DESCRIPTION
<b>BCS Administration/Financial Management &amp; Planning</b>	<ul style="list-style-type: none"> <li>• Implemented new Performance Clackamas goals.</li> <li>• Provided significant support for financial management and tracking of CARES funding and FEMA reimbursement activities related to 2020 wildfires and ice storm.</li> </ul>
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>• COVID-19 Small Business Support Package:               <ul style="list-style-type: none"> <li>• Distributed more than \$5 million in grants to small businesses</li> <li>• Published the Who's Open app</li> <li>• One-stop phone/email for businesses to call when needing guidance</li> <li>• Distributed Personal Protective Equipment (PPE)</li> <li>• Opened six Business Recovery Centers throughout the county.</li> </ul> </li> </ul>
<b>County Fair &amp; Rodeo/Event Center</b>	<ul style="list-style-type: none"> <li>• Responded to COVID-19 restrictions by creating new events, including drive-in movies, Scare Fair, Winter Fair, and the Canby Cruise-In.</li> </ul>
<b>Library Support Services</b>	<ul style="list-style-type: none"> <li>• Implemented new Online Library Card application service to Clackamas County residents.</li> <li>• Received 2020 National Association of Counties (NACo) achievement award for our Library of Things collections along with the County's Sustainability and Solid Waste department.</li> </ul>
<b>Oak Lodge &amp; Gladstone Libraries</b>	<ul style="list-style-type: none"> <li>• Provided meaningful services and programs to county residents, even when buildings were closed to the public:               <ul style="list-style-type: none"> <li>• Circulating laptops and WiFi hotpots to those without computer access</li> <li>• Providing garden seeds via Seeds for Sharing by Mail</li> <li>• Mailing library materials to patrons through the Homebound Service</li> <li>• Live-staffed phone/email service, no-contact hold pickup, free copies/printing, and YouTube/Zoom programming.</li> </ul> </li> <li>• Community task force participants worked with staff to finalize Master Plans for their two new libraries.</li> </ul>

# 2020 Major Accomplishments

AREA	DESCRIPTION
<b>County Parks</b>	<ul style="list-style-type: none"><li>• In a challenging year with reduced revenues, County Parks continued to provide clean, safe and healthy outdoor recreation.</li><li>• Facility improvement grants from Oregon Parks and Recreation Dept. (OPRD) and Oregon State Marine Board (OSMB):<ul style="list-style-type: none"><li>• new restroom and shower facility at Metzler Park</li><li>• parking lot improvements at the Carver Boat Ramp</li></ul></li><li>• Adopted Barton Park Master Plan that will address increasing demands for overnight camping and summer river recreation, and will examine operating a shuttle bus system between Barton Park and the Carver Boat Ramp.</li></ul>
<b>Forestry</b>	<ul style="list-style-type: none"><li>• Completed a successful harvest of the Family Camp forestland unit south of Molalla utilizing a sort sale strategy to sell more than 1.6 million board feet of timber to local mills.</li><li>• Forestry was awarded nearly \$80,000 in federal grant funding for Dump Stoppers, which removed and disposed 60,000 pounds of solid waste from 40 illegal dump sites.</li></ul>
<b>Stone Creek Golf Club</b>	<ul style="list-style-type: none"><li>• Closely monitored county guidelines to operate safely for patrons.</li><li>• Golfing rounds were up from years past, and many new golfers are coming to Stone Creek.</li><li>• Created a new app so patrons can book and pay online for their tee time.</li></ul>

# Performance Clackamas Strategic Results

Line of Business/Program	BCS Measure	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Projected Performance	FY 21-22 Target
BCS Administration/Financial Management & Analysis	% of program that have their contingency funds fully funded at 10%	<b>NEW</b>	80%	100%	100%
County Fair & Rodeo Event Center	% of available event spaces utilized	<b>NEW</b>	80%	100%	85%
Economic Development	\$ invested by businesses in enterprise zone	\$46,105,832	\$9,000,000	\$11,000,000	\$9,000,000
Oak Lodge Library/ Gladstone Library	% materials circulated at least once per year	78%	80%	55%	80%
Library Support Services	% time the library catalog is operational	100%	99%	99%	99%

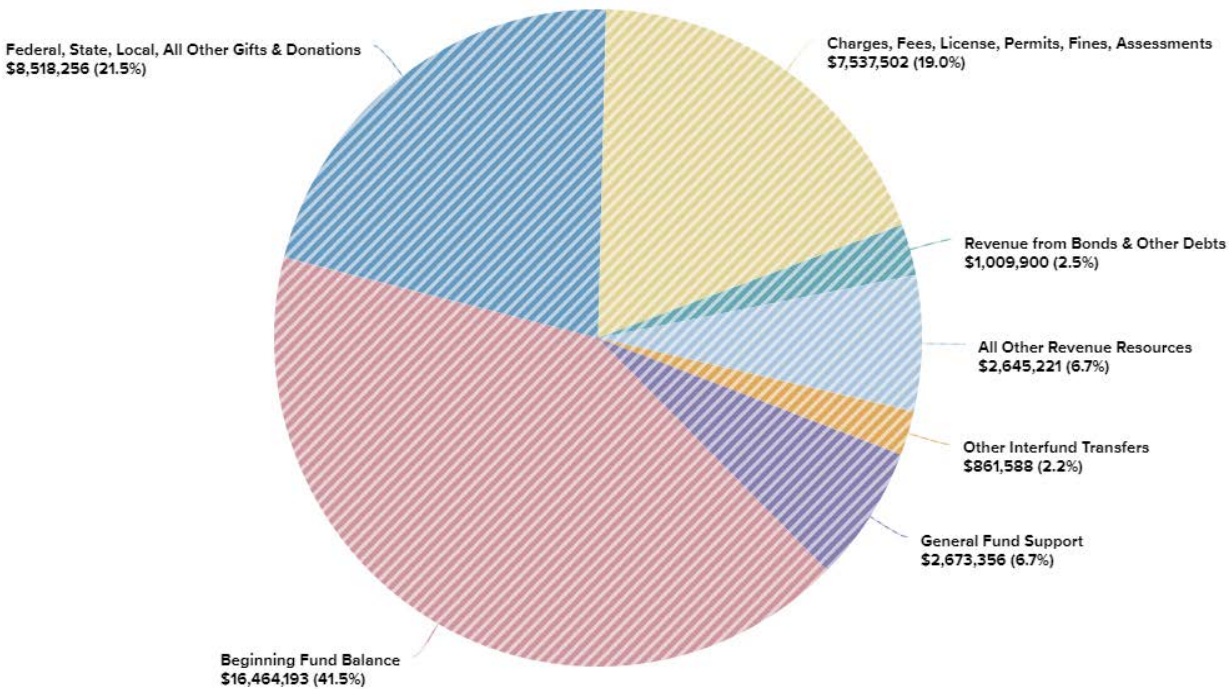
# Performance Clackamas Strategic Results

Line of Business/Program	BCS Measure	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Projected Performance	FY 21-22 Target
County Parks	% of survey respondents who report that the County park they visited is clean and safe	98%	90%	98%	90%
Stone Creek Golf Club	% of available golf rounds being filled during playable golf days	73%	70%	70%	70%
Forestry	\$ (net) earned from timber sales	<b>NEW</b>	\$280,000	\$645,000	\$280,000
Property Disposition	% held for resale foreclosed properties that are repurposed for public benefit or returned to the tax rolls	<b>NEW</b>	20%	20%	20%

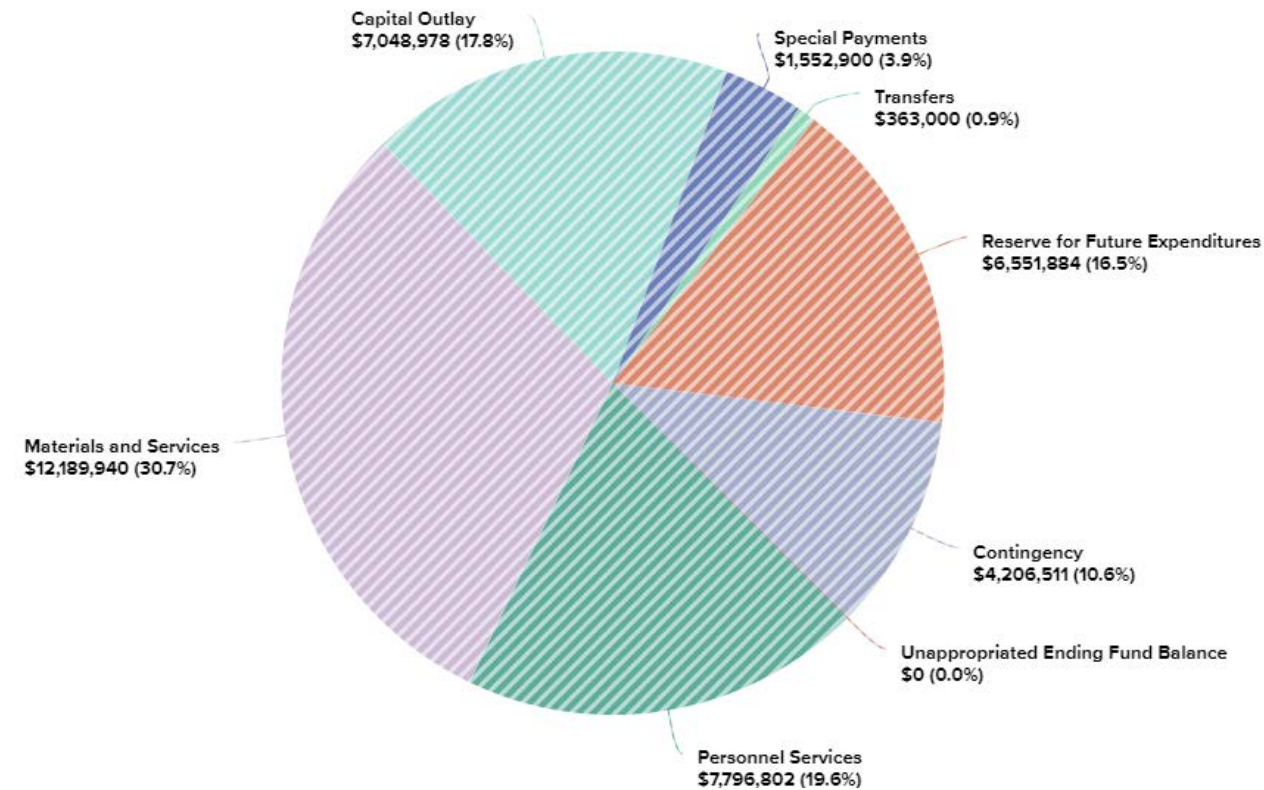
Line of Business	Program	Total Funds (\$ millions)	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Fair & Event Center	County Fair & Rodeo	\$1.5M	0%	12%	SC	5%	50%
Fair & Event Center	County Events Center	\$1.1M	0%	29%	SC	5%	0%
Economic Development	Economic Development	\$4.6M	0%	100%	S	100%	25%
Economic Development	Land Bank Authority	\$1M	0%	100%	S	100%	N/A
Library	Library Support Services	\$7.4M	100%	100%	I	100%	50%
Library	Oak Lodge Library	\$3.9M	0%	100%	I	100%	33%
Library	Gladstone Library	\$3.1M	0%	100%	I	100%	0%
County Parks & Golf	County Parks	\$3.4M	6%	27%	N	100%	33%
County Parks & Golf	Stone Creek Golf Club	\$4M	0%	0%	N	5%	0%
Assets	Forestry	\$4.9M	0%	3%	FS	100%	100%
Assets	Property Disposition	\$2.6M	0%	100%	SC	100%	0%

# 2021/22 Revenue and Expenses

## Revenue



## Expenditures





# Summary of Revenue & Expenses

## Business and Community Services (50/65)

	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
<b>Beginning Fund Balance</b>	<b>15,182,907</b>	<b>16,990,178</b>	<b>15,669,743</b>	<b>18,785,082</b>	<b>16,464,193</b>	<b>794,450</b>	<b>5.1%</b>
Federal, State, Local, All Other Gifts & Donations	4,078,580	5,688,751	12,873,697	10,693,459	8,518,256	(4,355,441)	-33.8%
Charges, Fees, License, Permits, Fines, Assessments	6,748,584	5,063,404	6,267,064	5,259,520	7,537,502	1,270,438	20.3%
Revenue from Bonds & Other Debts	1,343,586	1,285,276	565,000	380,700	1,009,900	444,900	78.7%
All Other Revenue Resources	3,262,839	1,871,459	3,329,814	2,526,765	2,645,221	(684,593)	-20.6%
Other Interfund Transfers	802,870	639,595	808,283	725,943	861,588	53,305	6.6%
General Fund Support	2,628,933	2,808,157	2,562,920	2,567,920	2,673,356	110,436	4.3%
<b>Operating Revenue</b>	<b>18,865,392</b>	<b>17,356,642</b>	<b>26,406,778</b>	<b>22,154,307</b>	<b>23,245,823</b>	<b>(3,160,955)</b>	<b>-12.0%</b>
<b>Total Revenue</b>	<b>34,048,299</b>	<b>34,346,820</b>	<b>42,076,521</b>	<b>40,939,389</b>	<b>39,710,016</b>	<b>(2,366,505)</b>	<b>-5.6%</b>
Personnel Services	5,729,461	6,337,522	7,451,506	6,689,934	7,796,802	345,296	4.6%
Materials and Services	9,263,097	7,426,090	10,888,980	9,673,772	12,189,940	1,300,960	11.9%
Capital Outlay	1,265,465	1,119,162	4,800,397	1,661,605	7,048,978	2,248,581	46.8%
<b>Operating Expenditure</b>	<b>16,258,023</b>	<b>14,882,774</b>	<b>23,140,883</b>	<b>18,025,311</b>	<b>27,035,720</b>	<b>3,894,837</b>	<b>16.8%</b>
Special Payments	487,099	426,486	9,681,457	6,213,196	1,552,900	(8,128,557)	-84.0%
Transfers	313,000	252,478	313,829	236,689	363,000	49,171	15.7%
Reserve for Future Expenditures	-	-	6,530,789	-	6,551,884	21,095	0.3%
Contingency	-	-	2,409,563	-	4,206,511	1,796,948	74.6%
<b>Total Expense</b>	<b>17,058,122</b>	<b>15,561,738</b>	<b>42,076,521</b>	<b>24,475,196</b>	<b>39,710,016</b>	<b>(2,366,506)</b>	<b>-5.6%</b>
Revenue Less Expense	16,990,177	18,785,082	0	16,464,193	0		
Full Time Equiv Positions (FTE) Budgeted	36.0	38.0	42.5	42.5	42.5	<b>0.0</b>	<b>0%</b>





## 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 Proposed Budget	General Fund Support Included in Proposed 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	-
<b>FY 21-22 Budget</b>	<b>42.50</b>	<b>2,670,330</b>	<b>7,164,425</b>	<b>14,434,887</b>	<b>-</b>	<b>3,067,103</b>	<b>8,314,713</b>	<b>4,058,558</b>	<b>39,710,016</b>	<b>2,673,356</b>
<b>FY 20-21 Budget</b>	<b>42.50</b>	<b>2,515,847</b>	<b>12,912,639</b>	<b>11,081,740</b>	<b>3,288,368</b>	<b>3,315,082</b>	<b>4,948,938</b>	<b>4,013,907</b>	<b>42,076,521</b>	<b>2,562,920</b>
<b>\$ Increase (Decrease)</b>		<b>154,483</b>	<b>(5,748,214)</b>	<b>3,353,147</b>	<b>(3,288,368)</b>	<b>(247,979)</b>	<b>3,365,775</b>	<b>44,651</b>	<b>(2,366,505)</b>	<b>110,436</b>
<b>% Increase (Decrease)</b>		<b>6.14%</b>	<b>-44.52%</b>	<b>30.26%</b>	<b>-100.00%</b>	<b>-7.48%</b>	<b>68.01%</b>	<b>1.11%</b>	<b>-5.62%</b>	<b>4.31%</b>

# Significant Changes from 2020/2021

Description	Impact
Department Restructure	<ul style="list-style-type: none"> <li>Starting July 1, 2021, North Clackamas Parks and Recreation District, currently a division of BCS, will become a separate department.</li> <li>For FY 21-22 the budget structure will stay the same, but operations will change as of July 1.</li> </ul>
Economic Development - CARES dollars not anticipated for FY 21-22	<ul style="list-style-type: none"> <li>In FY 20-21, Economic Development received \$5 million in one-time CARES dollars.</li> <li>Equivalent funding is not anticipated for FY 21-22, resulting in a decrease in revenue and related expenditures from the FY 20-21 amended budget.</li> </ul>
Land Bank Authority – Moving forward in FY 21-22	<ul style="list-style-type: none"> <li>The Land Bank Authority program was put on hold in 2020 due to COVID-19.</li> <li>BCS plans to move forward with its creation in FY 21-22, pending Board of County Commissioners approval.</li> </ul>
County Fair and Event Center – New events will continue	<ul style="list-style-type: none"> <li>In response to cancellation of County Fair, staff pivoted and added new events in 2020.</li> <li>These events are planned to continue in FY 21-22, which accounts for the increased operating revenue in the budget.</li> </ul>
Library Support Services – Capital Outlay	<ul style="list-style-type: none"> <li>Increased budget in capital outlay for anticipated upgrade to firewall.</li> <li>Cost covered by dollars set aside as part of capital replacement plan each year.</li> </ul>

# Significant Changes from 2020/2021

Description	Impact
Oak Lodge/Gladstone Libraries – OLGCP project costs reflected in budget	<ul style="list-style-type: none"> <li>• Oak Lodge and Gladstone libraries are preparing for costs related to the Oak Lodge and Gladstone Community Project that will build two new libraries.</li> <li>• FY 21-22 budget reflects one-time transfer from library shared services program and from the library district to support planning and construction.</li> </ul>
County Parks – Revenue impacts	<ul style="list-style-type: none"> <li>• Significant decrease in FY 20-21 revenue due to COVID-19 pandemic may result in spending of beginning fund balance.</li> <li>• Approved park fee increase results in an anticipated uptick in charges and fee revenues for FY 21-22.</li> </ul>
Stone Creek – Capital projects	<ul style="list-style-type: none"> <li>• Pond replacement project budgeted in FY 20-21 will move to FY 21-22 and capital outlay will be more than anticipated.</li> <li>• Continued focus on building reserve for future expenditures to fund upcoming irrigation replacement project estimated to be \$1 million or more.</li> </ul>
Forestry – Revenue impacts	<ul style="list-style-type: none"> <li>• 2020 wildfires will likely impact Forestry revenues in coming years.</li> </ul>



# Questions

- **County Fair & Events Center**  
[www.clackamas.us/fair](http://www.clackamas.us/fair)
- **Stone Creek Golf Club**  
[www.stonecreekgolfclub.net](http://www.stonecreekgolfclub.net)
- **North Clackamas Parks & Recreation District**  
[www.ncprd.com](http://www.ncprd.com)

Sarah Eckman, Interim Director  
503.894.3135  
[sarahste@clackamas.us](mailto:sarahste@clackamas.us)

Allegra Willhite, Deputy Director  
503.201.4132  
[awillhite@Clackamas.us](mailto:awillhite@Clackamas.us)





## Business and Community Services

### Department Mission

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

### Business and Community Services

Sarah Eckman - Interim Director

Allegra Willhite - Deputy Director

FTE 42.50

Total Proposed \$39,710,016

General Fund Support \$2,673,356

<b>BCS Administration</b>  Sarah Eckman Interim Director  Allegra Willhite Deputy Director  Total Proposed \$1,893,141 Gen Fund \$ -	<b>Fair &amp; Event Center</b>  Sarah Eckman Interim Director  Allegra Willhite Deputy Director  Total Proposed \$2,670,330 Gen Fund \$ -	<b>Economic Development</b>  Sarah Eckman Interim Director  Total Proposed \$5,271,284 Gen Fund \$ -	<b>Library</b>  Sarah Eckman Interim Director  Allegra Willhite Deputy Director  Total Proposed \$14,434,887 Gen Fund \$ 2,457,474	<b>Parks, Golf &amp; Recreation</b>  Sarah Eckman Interim Director  Total Proposed \$7,469,520 Gen Fund \$ 215,882	<b>Assets</b>  Sarah Eckman Interim Director  Total Proposed \$7,970,854 Gen Fund \$ -
<b>Office of the Director</b>  Sarah Eckman Interim Director  FTE 2.15 Total Proposed \$820,562 Gen Fund \$ -	<b>County Fair &amp; Rodeo</b>  Laurie Bothwell Executive Director  FTE 0.00 Total Proposed \$1,522,518 Gen Fund \$ -	<b>Economic Development</b>  Sarah Eckman Deputy Director  FTE 4.20 Total Proposed \$4,571,284 Gen Fund \$ -	<b>Library Support Services</b>  Kathryn Kohl Manager  FTE 12.00 Total Proposed \$7,434,485 Gen Fund \$ 2,457,474	<b>Stone Creek Golf Club</b>  Gordon Tolbert Manager  FTE 0.00 Total Proposed \$4,058,558 Gen Fund \$ -	<b>Forestry</b>  Tom Riggs Manager  FTE 2.86 Total Proposed \$4,903,751 Gen Fund \$ -
<b>Financial Management &amp; Analysis</b>  Allegra Willhite Deputy Director  FTE 2.85 Total Proposed \$1,072,579 Gen Fund \$ -	<b>County Event Center</b>  Laurie Bothwell Executive Director  FTE 0.00 Total Proposed \$1,147,812 Gen Fund \$ -	<b>Land Bank Authority</b>  Vacant Executive Manager  FTE 1.50 Total Proposed \$700,000 Gen Fund \$ -	<b>Oak Lodge Library</b>  Mitzi Olson Manager  FTE 5.25 Total Proposed \$3,889,712 Gen Fund \$ -	<b>County Parks</b>  Tom Riggs Manager  FTE 5.74 Total Proposed \$3,410,962 Gen Fund \$ 215,882	<b>Property Disposition</b>  Tom Riggs Manager  FTE 1.20 Total Proposed \$2,552,103 Gen Fund \$ -
			<b>Gladstone Library</b>  Mitzi Olson Manager  FTE 4.75 Total Proposed \$3,110,690 Gen Fund \$ -		<b>Tax Title Land</b>  Tom Riggs Manager  FTE 0.00 Total Proposed \$515,000 Gen Fund \$ -



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CLACKAMAS  
COUNTY





## 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	Prog #	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 Proposed Budget	General Fund Support Included in Proposed Budget
<b>BCS Administration</b>											
Office of the Director	500101	2.15	-	820,562	-	-	-	-	-	820,562	-
Financial Management & Analysis	500102	2.85	-	1,072,579	-	-	-	-	-	1,072,579	-
<b>Fair &amp; Event Center</b>											
County Fair & Rodeo	500402	-	1,522,518	-	-	-	-	-	-	1,522,518	-
County Event Center	500403	-	1,147,812	-	-	-	-	-	-	1,147,812	-
<b>Economic Development</b>											
Economic Development	650202	4.20	-	4,571,284	-	-	-	-	-	4,571,284	-
Land Bank Authority	650203	1.50	-	700,000	-	-	-	-	-	700,000	-
<b>Library</b>											
Library Support Services	500504	12.00	-	-	7,434,485	-	-	-	-	7,434,485	2,457,474
Oak Lodge Library	500505	5.25	-	-	3,889,712	-	-	-	-	3,889,712	-
Gladstone Library	500502	4.75	-	-	3,110,690	-	-	-	-	3,110,690	-
<b>County Parks and Golf</b>											
Stone Creek Golf Club	500303	-	-	-	-	-	-	-	4,058,558	4,058,558	-
County Parks	500302	5.74	-	-	-	-	-	3,410,962	-	3,410,962	215,882
<b>Assets</b>											
Forestry	500202	2.86	-	-	-	-	-	4,903,751	-	4,903,751	-
Property Disposition	500203	1.20	-	-	-	-	2,552,103	-	-	2,552,103	-
Tax, Title, Land	500204	-	-	-	-	-	515,000	-	-	515,000	-
<b>FY 21-22 Budget</b>		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
<b>FY 20-21 Budget</b>		42.50	2,515,847	12,912,639	11,081,740	3,288,368	3,315,082	4,948,938	4,013,907	42,076,521	2,562,920
<b>\$ Increase (Decrease)</b>			154,483	(5,748,214)	3,353,147	(3,288,368)	(247,979)	3,365,775	44,651	(2,366,505)	110,436
<b>% Increase (Decrease)</b>			6.14%	-44.52%	30.26%	-100.00%	-7.48%	68.01%	1.11%	-5.62%	4.31%



## 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 proposes 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% <sup>1</sup>	75%

<sup>1</sup> 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.



## Business & Community Service 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 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>304,108</b>	<b>279,878</b>	<b>256,886</b>	<b>306,580</b>	<b>183,644</b>	<b>(73,242)</b>	<b>-28.5%</b>
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%
<b>Operating Revenue</b>	<b>413,633</b>	<b>523,441</b>	<b>553,403</b>	<b>573,403</b>	<b>636,918</b>	<b>83,515</b>	<b>15.1%</b>
<b>Total Revenue</b>	<b>717,741</b>	<b>803,319</b>	<b>810,289</b>	<b>879,983</b>	<b>820,562</b>	<b>10,273</b>	<b>1.3%</b>
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%
<b>Operating Expenditure</b>	<b>437,863</b>	<b>496,740</b>	<b>685,196</b>	<b>696,339</b>	<b>704,749</b>	<b>19,553</b>	<b>2.9%</b>
Contingency	-	-	125,093	-	115,813	(9,280)	-7.4%
<b>Total Expense</b>	<b>437,863</b>	<b>496,740</b>	<b>810,289</b>	<b>696,339</b>	<b>820,562</b>	<b>10,273</b>	<b>1.3%</b>
<b>Revenues Less Expenses</b>	<b>279,878</b>	<b>306,579</b>	<b>-</b>	<b>183,644</b>	<b>-</b>	<b>-</b>	

#### 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 proposes 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

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



## 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 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>229,151</b>	<b>471,860</b>	<b>443,479</b>	<b>509,409</b>	<b>430,286</b>	<b>(13,193)</b>	<b>-3.0%</b>
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%
<b>Operating Revenue</b>	<b>671,617</b>	<b>512,412</b>	<b>553,404</b>	<b>563,682</b>	<b>642,293</b>	<b>88,889</b>	<b>16.1%</b>
<b>Total Revenue</b>	<b>900,768</b>	<b>984,272</b>	<b>996,883</b>	<b>1,073,091</b>	<b>1,072,579</b>	<b>75,696</b>	<b>7.6%</b>
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%
<b>Operating Expenditure</b>	<b>428,908</b>	<b>474,863</b>	<b>691,390</b>	<b>642,805</b>	<b>688,945</b>	<b>(2,445)</b>	<b>-0.4%</b>
Contingency	-	-	305,493	-	383,634	78,141	25.6%
<b>Total Expense</b>	<b>428,908</b>	<b>474,863</b>	<b>996,883</b>	<b>642,805</b>	<b>1,072,579</b>	<b>75,696</b>	<b>7.6%</b>
<b>Revenues Less Expenses</b>	<b>471,860</b>	<b>509,409</b>	<b>-</b>	<b>430,286</b>	<b>-</b>	<b>-</b>	

#### 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.



## Assets

## Forestry

### Purpose Statement

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

### Performance Narrative

The Forestry program proposes a budget of \$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.





## Assets

## Forestry

### 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
<b>Beginning Fund Balance</b>	<b>3,341,393</b>	<b>3,431,004</b>	<b>3,404,207</b>	<b>3,780,085</b>	<b>3,732,273</b>	<b>328,066</b>	<b>9.6%</b>
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	-	-
<b>Operating Revenue</b>	<b>1,528,062</b>	<b>1,498,172</b>	<b>1,544,731</b>	<b>1,151,861</b>	<b>1,171,478</b>	<b>(373,253)</b>	<b>-24.2%</b>
<b>Total Revenue</b>	<b>4,869,455</b>	<b>4,929,176</b>	<b>4,948,938</b>	<b>4,931,946</b>	<b>4,903,751</b>	<b>(45,187)</b>	<b>-0.9%</b>
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%
<b>Operating Expenditure</b>	<b>1,438,451</b>	<b>1,149,091</b>	<b>2,246,425</b>	<b>1,025,984</b>	<b>2,376,260</b>	<b>129,835</b>	<b>5.8%</b>
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%
<b>Total Expense</b>	<b>1,438,451</b>	<b>1,149,091</b>	<b>4,948,938</b>	<b>1,199,673</b>	<b>4,903,751</b>	<b>(45,187)</b>	<b>-0.9%</b>
<b>Revenues Less Expenses</b>	<b>3,431,004</b>	<b>3,780,085</b>	<b>-</b>	<b>3,732,273</b>	<b>-</b>	<b>-</b>	

### 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.



## Assets

### Property Disposition



#### Purpose Statement

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

#### Performance Narrative Statement

The Property Disposition program proposes 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 roles or repurposed for public benefit. Reaching this target will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed 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

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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

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



## Assets

### Property Disposition

#### Budget Summary

	FY 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
<b>Beginning Balance</b>	<b>1,784,092</b>	<b>2,707,544</b>	<b>2,400,082</b>	<b>2,424,018</b>	<b>2,152,103</b>	<b>(247,979)</b>	<b>-10.3%</b>
Federal, State, Local, All Other Gifts & Donations	-	8,774	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,259,001	-	400,000	450,000	400,000	-	-
<b>Operating Revenue</b>	<b>1,259,001</b>	<b>8,774</b>	<b>400,000</b>	<b>450,000</b>	<b>400,000</b>	<b>-</b>	<b>-</b>
<b>Total Revenue</b>	<b>3,043,093</b>	<b>2,716,318</b>	<b>2,800,082</b>	<b>2,874,018</b>	<b>2,552,103</b>	<b>(247,979)</b>	<b>-8.9%</b>
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	-	-
<b>Operating Expenditure</b>	<b>335,549</b>	<b>292,300</b>	<b>975,661</b>	<b>671,915</b>	<b>976,221</b>	<b>560</b>	<b>0.1%</b>
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%
<b>Total Expense</b>	<b>335,549</b>	<b>292,300</b>	<b>2,800,082</b>	<b>721,915</b>	<b>2,552,103</b>	<b>(247,979)</b>	<b>-8.9%</b>
<b>Revenues Less Expenses</b>	<b>2,707,544</b>	<b>2,424,019</b>	<b>-</b>	<b>2,152,103</b>	<b>-</b>	<b>-</b>	

#### 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

#### Purpose Statement

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

#### Performance Narrative Statement

The Tax Title Land program proposes a budget of \$515,000, a continuation of the current funding level. Resources received from auction proceeds and other property sales provide an administration fee to the Property Disposition program to reimburse costs related to the management of tax foreclosed properties in Clackamas County. Reimbursing the program's management costs 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	\$ disbursed to Property Disposition program	NEW	NEW	\$400,000	\$39,172	\$400,000
Result	\$ disbursed to taxing entities	NEW	NEW	\$50,000	\$0	\$50,000
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 Tax Title Land program accounts for the tax foreclosed County real properties as **mandated** under ORS Chapter 275. The County annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the County in lieu of uncollected taxes. The properties are then typically sold at public auction, transferred to other government agencies for public use, or sold via private sale. The Tax Title Land program receives the proceeds from the sale of the properties, and reimburses the Property Disposition program for all costs associated with the management and disposal of the foreclosed properties.



## Assets

### Tax Title Land

#### Budget Summary

	FY 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
<b>Beginning Balance</b>	<b>134,640</b>	<b>119,631</b>	-	<b>215,860</b>	-	-	-
Revenue from Bonds & Other Debts	34,885	-	-	-	-	-	-
All Other Revenue Resources	1,509,107	99,500	515,000	511,900	515,000	-	-
<b>Operating Revenue</b>	<b>1,543,992</b>	<b>99,500</b>	<b>515,000</b>	<b>511,900</b>	<b>515,000</b>	-	-
<b>Total Revenue</b>	<b>1,678,632</b>	<b>219,131</b>	<b>515,000</b>	<b>727,760</b>	<b>515,000</b>	-	-
Materials & Services	1,259,001	3,270	400,000	453,100	403,000	3,000	0.75%
<b>Operating Expenditure</b>	<b>1,259,001</b>	<b>3,270</b>	<b>400,000</b>	<b>453,100</b>	<b>403,000</b>	<b>3,000</b>	<b>0.75%</b>
Special Payments	300,000	-	115,000	274,660	112,000	(3,000)	-2.61%
<b>Total Expense</b>	<b>1,559,001</b>	<b>3,270</b>	<b>515,000</b>	<b>727,760</b>	<b>515,000</b>	-	-
<b>Revenues Less Expenses</b>	<b>119,631</b>	<b>215,860</b>	-	-	-	-	-

#### 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.





## Economic Development

## Economic Development

### Purpose Statement

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

### Performance Narrative Statement

The Economic Development program proposes a budget of \$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.



## Economic Development

## Economic 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 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>2,502,626</b>	<b>2,767,511</b>	<b>2,134,115</b>	<b>3,340,940</b>	<b>2,461,284</b>	<b>327,169</b>	<b>15.3%</b>
Federal, State, Local, All Other Gifts & Donations	1,874,962	2,371,965	8,018,536	6,618,464	2,100,000	(5,918,536)	-73.8%
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%
<b>Operating Revenue</b>	<b>1,985,033</b>	<b>2,483,342</b>	<b>8,076,036</b>	<b>6,688,036</b>	<b>2,110,000</b>	<b>(5,966,036)</b>	<b>-73.9%</b>
<b>Total Rev - Including Beginning Balance</b>	<b>4,487,659</b>	<b>5,250,853</b>	<b>10,210,151</b>	<b>10,028,976</b>	<b>4,571,284</b>	<b>(5,638,867)</b>	<b>-55.2%</b>
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	-	-	-	-	-
<b>Operating Expenditure</b>	<b>1,472,148</b>	<b>1,457,913</b>	<b>2,234,824</b>	<b>1,621,156</b>	<b>2,133,971</b>	<b>(100,853)</b>	<b>-4.5%</b>
Special Payments	185,000	389,000	7,656,957	5,883,536	513,650	(7,143,307)	-93.3%
Interfund Transfers	63,000	63,000	63,000	63,000	63,000	-	-
Contingency	-	-	255,370	-	1,860,663	1,605,293	628.6%
<b>Total Exp - Including Special Categories</b>	<b>1,720,148</b>	<b>1,909,913</b>	<b>10,210,151</b>	<b>7,567,692</b>	<b>4,571,284</b>	<b>(5,638,867)</b>	<b>-55.2%</b>
<b>Revenues Less Expenses</b>	<b>2,767,511</b>	<b>3,340,940</b>	<b>-</b>	<b>2,461,284</b>	<b>-</b>		

### 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 proposes a budget of \$700,000. These resources will provide the necessary support to establish a Clackamas County Land Bank Authority. During the first three years of operations, the Land Bank Authority anticipates funding of approximately \$1.2 million (\$400,000 annually) from various sources, including the Business Oregon Strategic Reserve Fund, matching Lottery funds, and funds from other sources.

### 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% <sup>2</sup>
Result	% sites acquired that are repurposed for new or expanding businesses, affordable housing and/or parks	NEW	NEW	0% <sup>1</sup>	0%	0% <sup>2</sup>

<sup>1</sup>It is expected to take a full year to repurpose a site.

<sup>2</sup>LBA 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 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	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	-	-
<b>Operating Revenue</b>	-	-	400,000	-	400,000	-	-
<b>Total Revenue</b>	-	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%
<b>Operating Expenditure</b>	-	-	360,932	-	372,714	11,782	3.3%
Contingency	-	-	534,384	-	327,286	(207,098)	-38.8%
<b>Total Expense</b>	-	-	895,316	-	700,000	(195,316)	-21.8%
<b>Revenues Less Expenses</b>	-	300,000	-	300,000.00	-	-	

**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.



## Fair & Event Center

### County Fair & Rodeo






#### Purpose Statement

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

#### Performance Narrative Statement

The County Fair and Rodeo program proposes a budget of \$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 <sup>3</sup>	100%
 Result	% change in year over year attendance at the Clackamas County Rodeo	NEW	NEW	5%	n/a <sup>3</sup>	100%
 Result	% surveyed respondents who "agree" or "strongly agree" that the Clackamas County Fair met their expectations	NEW	NEW	90%	n/a <sup>3</sup>	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

<sup>3</sup>No 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.





# Fair & Event Center

## County Fair & Rodeo

### 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
<b>Beginning Fund Balance</b>	<b>252,636</b>	<b>113,865</b>	<b>273,594</b>	<b>177,609</b>	<b>177,609</b>	<b>(95,985)</b>	<b>-35.1%</b>
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%
<b>Operating Revenue</b>	<b>1,237,949</b>	<b>1,382,337</b>	<b>1,365,776</b>	<b>-</b>	<b>1,344,909</b>	<b>(20,867)</b>	<b>-1.5%</b>
<b>Total Revenue</b>	<b>1,490,585</b>	<b>1,496,202</b>	<b>1,639,370</b>	<b>177,609</b>	<b>1,522,518</b>	<b>(116,852)</b>	<b>-7.1%</b>
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%
<b>Operating Expenditure</b>	<b>1,376,020</b>	<b>1,222,249</b>	<b>1,514,818</b>	<b>-</b>	<b>1,300,337</b>	<b>(214,481)</b>	<b>-14.2%</b>
Special Payments	700	359	3,500	-	21,000	17,500	500.0%
Contingency	-	-	121,052	-	201,181	80,129	66.2%
<b>Total Expense</b>	<b>1,376,720</b>	<b>1,222,608</b>	<b>1,639,370</b>	<b>-</b>	<b>1,522,518</b>	<b>(116,852)</b>	<b>-7.1%</b>
<b>Revenues Less Expenses</b>	<b>113,865</b>	<b>273,594</b>	<b>-</b>	<b>177,609</b>	<b>-</b>		

### 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 proposes 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 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>199,211</b>	<b>215,095</b>	<b>117,332</b>	<b>390,926</b>	<b>332,030</b>	<b>214,698</b>	<b>183.0%</b>
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%
<b>Operating Revenue</b>	<b>746,850</b>	<b>484,620</b>	<b>759,145</b>	<b>899,793</b>	<b>815,782</b>	<b>56,637</b>	<b>7.5%</b>
<b>Total Revenue</b>	<b>946,061</b>	<b>699,715</b>	<b>876,477</b>	<b>1,290,719</b>	<b>1,147,812</b>	<b>271,335</b>	<b>31.0%</b>
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	142,000	92,000	49,500	(92,500)	-65.1%
<b>Operating Expenditure</b>	<b>729,567</b>	<b>582,279</b>	<b>787,961</b>	<b>953,689</b>	<b>919,333</b>	<b>131,372</b>	<b>16.7%</b>
Special Payments	1,398	104	3,000	5,000	3,250	3,146	8.3%
Contingency	-	-	85,516	-	225,229	139,713	163.4%
<b>Total Expense</b>	<b>730,965</b>	<b>582,383</b>	<b>876,477</b>	<b>958,689</b>	<b>1,147,812</b>	<b>274,231</b>	<b>31.0%</b>
<b>Revenues Less Expenses</b>	<b>215,095</b>	<b>117,332</b>	<b>-</b>	<b>332,030</b>	<b>-</b>	<b>-</b>	

**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.



# Library

## Library Support Services






### Purpose Statement

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

### Performance Narrative Statement

The Library Support Services program proposes 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 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>3,826,908</b>	<b>4,187,555</b>	<b>4,361,049</b>	<b>4,537,170</b>	<b>4,351,761</b>	<b>(9,288)</b>	<b>-0.2%</b>
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	2,420,811	2,597,275	2,352,038	-	-	(2,352,038)	-100.0%
General Fund Support	-	-	-	2,352,038	2,457,474	2,457,474	-
<b>Operating Revenue</b>	<b>2,942,710</b>	<b>3,303,205</b>	<b>2,936,038</b>	<b>2,930,256</b>	<b>3,082,724</b>	<b>146,686</b>	<b>5.0%</b>
<b>Total Revenue</b>	<b>6,769,618</b>	<b>7,490,760</b>	<b>7,297,087</b>	<b>7,467,426</b>	<b>7,434,485</b>	<b>137,398</b>	<b>1.9%</b>
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%
<b>Operating Expenditure</b>	<b>2,582,065</b>	<b>2,854,288</b>	<b>3,476,791</b>	<b>3,115,665</b>	<b>4,582,511</b>	<b>1,105,720</b>	<b>31.8%</b>
Special Payments	-	37,023	1,850,000	-	850,000	(1,000,000)	-54.1%
Reserve for Future Expenditures	-	62,279	-	-	2,001,974	2,001,974	-
Contingency	-	-	1,970,296	-	-	(1,970,296)	-100.0%
<b>Total Expense</b>	<b>2,582,065</b>	<b>2,953,590</b>	<b>7,297,087</b>	<b>3,115,665</b>	<b>7,434,485</b>	<b>137,398</b>	<b>1.9%</b>
<b>Revenues Less Expenses</b>	<b>4,187,553</b>	<b>4,537,170</b>	<b>-</b>	<b>4,351,761</b>	<b>-</b>		

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.





# Library

## Oak Lodge Library






### Purpose Statement

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

### Performance Narrative Statement

The Oak Lodge Library program proposes a budget of \$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 <sup>1</sup>	4%
 Result	% year-over-year change in signups for kids, teen and adult reading programs	-10%	3%	7%	n/a <sup>1</sup>	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

<sup>1</sup> Programs were canceled due to COVID-19 in 2020

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

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

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



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 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>446,327</b>	<b>752,002</b>	<b>600,300</b>	<b>1,065,472</b>	<b>629,280</b>	<b>28,980</b>	<b>4.8%</b>
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	82,251	37,548	42,500	15,000	640,496	597,996	1407.0%
All Other Revenues Resources	33,927	273	985	800	800	(185)	-18.8%
<b>Operating Revenue</b>	<b>1,376,046</b>	<b>1,584,406</b>	<b>1,519,677</b>	<b>1,492,349</b>	<b>3,260,432</b>	<b>1,740,755</b>	<b>114.5%</b>
<b>Total Revenue</b>	<b>1,822,373</b>	<b>2,336,407</b>	<b>2,119,977</b>	<b>2,557,821</b>	<b>3,889,712</b>	<b>1,769,735</b>	<b>83.5%</b>
Personnel Services	599,000	672,947	733,404	708,186	851,287	117,883	16.1%
Materials & Services	445,747	386,361	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%
<b>Operating Expenditure</b>	<b>1,051,328</b>	<b>1,261,156</b>	<b>2,027,444</b>	<b>1,928,541</b>	<b>3,747,798</b>	<b>1,720,354</b>	<b>84.9%</b>
Contingency	-	-	78,533	-	141,914	63,381	80.7%
<b>Total Expense</b>	<b>1,051,328</b>	<b>1,261,156</b>	<b>2,105,977</b>	<b>1,928,541</b>	<b>3,889,712</b>	<b>1,783,735</b>	<b>84.7%</b>
<b>Revenues Less Expenses</b>	<b>771,045</b>	<b>1,075,251</b>	<b>14,000</b>	<b>629,280</b>	<b>-</b>		

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.



## Gladstone Library






### Purpose Statement

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

### Performance Narrative Statement

The Gladstone Library program proposes a budget of \$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 <sup>1</sup>	4%
 Result	% year-over-year change in signups for kids, teen and adult reading programs	n/a*	n/a*	7%	n/a <sup>1</sup>	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

<sup>1</sup> 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.



# Library

## Gladstone 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 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	-	(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	-	-
<b>Operating Revenue</b>	<b>63,832</b>	<b>700,125</b>	<b>1,936,721</b>	<b>1,943,591</b>	<b>2,650,325</b>	<b>713,604</b>	<b>36.8%</b>
<b>Total Revenue</b>	<b>63,832</b>	<b>674,740</b>	<b>1,678,676</b>	<b>2,023,904</b>	<b>3,110,690</b>	<b>1,432,014</b>	<b>85.3%</b>
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%
<b>Operating Expenditure</b>	<b>81,493</b>	<b>353,640</b>	<b>895,194</b>	<b>1,518,539</b>	<b>1,068,196</b>	<b>173,002</b>	<b>19.3%</b>
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%
<b>Total Expense</b>	<b>89,216</b>	<b>594,427</b>	<b>1,678,676</b>	<b>1,563,539</b>	<b>3,110,690</b>	<b>1,432,013</b>	<b>85.3%</b>
<b>Revenues Less Expenses</b>	<b>(25,384)</b>	<b>80,313</b>	<b>-</b>	<b>460,365</b>	<b>-</b>	<b>-</b>	

#### 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 proposes 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

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 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 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>861,352</b>	<b>931,984</b>	<b>1,001,907</b>	<b>1,349,214</b>	<b>1,253,558</b>	<b>251,651</b>	<b>25.1%</b>
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%
<b>Operating Revenue</b>	<b>2,885,125</b>	<b>2,621,793</b>	<b>3,012,000</b>	<b>2,755,500</b>	<b>2,805,000</b>	<b>(207,000)</b>	<b>-6.9%</b>
<b>Total Revenue</b>	<b>3,746,477</b>	<b>3,553,777</b>	<b>4,013,907</b>	<b>4,104,714</b>	<b>4,058,558</b>	<b>44,651</b>	<b>1.1%</b>
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%
<b>Operating Expenditure</b>	<b>2,564,494</b>	<b>2,104,563</b>	<b>3,113,956</b>	<b>2,851,156</b>	<b>2,632,999</b>	<b>(480,957)</b>	<b>-15.4%</b>
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%
<b>Total Expenses</b>	<b>2,814,494</b>	<b>2,204,563</b>	<b>4,013,907</b>	<b>2,851,156</b>	<b>4,058,558</b>	<b>44,651</b>	<b>1.1%</b>
<b>Revenues Less Expenses</b>	<b>931,983</b>	<b>1,349,214</b>	<b>-</b>	<b>1,253,558</b>	<b>-</b>	<b>-</b>	

**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 proposes 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 <sup>1</sup> )	70%	70%	90%	91%	70%
 Result	% occupancy of campground (off-peak <sup>2</sup> )	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%

<sup>1</sup> Peak is defined as Fri/Sat.

<sup>2</sup> 'Off-peak' is defined as Sun-Thu.

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 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 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>1,300,464</b>	<b>1,037,634</b>	<b>439,521</b>	<b>485,095</b>	<b>-</b>	<b>-439,521</b>	<b>-100%</b>
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	-
<b>Operating Revenue</b>	<b>2,230,586</b>	<b>1,865,876</b>	<b>2,848,847</b>	<b>2,016,327</b>	<b>3,410,962</b>	<b>562,115</b>	<b>20%</b>
<b>Total Revenue</b>	<b>3,531,050</b>	<b>2,903,510</b>	<b>3,288,368</b>	<b>2,501,422</b>	<b>3,410,962</b>	<b>122,594</b>	<b>4%</b>
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%
<b>Operating Expenditure</b>	<b>2,493,415</b>	<b>2,391,217</b>	<b>3,035,291</b>	<b>2,501,422</b>	<b>3,193,159</b>	<b>157,868</b>	<b>5%</b>
Special Payments	-	-	1,000	-	1,000	-	-
Interfund Transfers	-	27,199	-	-	-	-	-
Contingency	-	-	252,077	-	216,802	-35,275	-14%
<b>Total Expense</b>	<b>2,493,415</b>	<b>2,418,416</b>	<b>3,288,368</b>	<b>2,501,422</b>	<b>3,410,962</b>	<b>122,593</b>	<b>4%</b>
<b>Revenues Less Expenses</b>	<b>1,037,634</b>	<b>485,095</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

#### 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.