



## **Business & Community Services**

**Laura Zentner, Interim Director**

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

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



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**CLACKAMAS**  
C O U N T Y



## Business and Community Services

### Department Budget Summary by Fund

Line of Business	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19
Program	FTE	County Fair Fund 201	Econ. Develop. Fund 208	Library Fund Fund 212	County Parks Fund 213	Property Resources Fund 218	Forest Mgmt Fund 257	Stone Creek Golf Course Fund 601	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget **
BCS Administration										
Office of the Director	1.65	-	671,013	-	-	-	-	-	671,013	-
Budgeting, Financial Mgmt. & Planning	2.35	-	794,192	-	-	-	-	-	794,192	-
Fair & Event Center										
County Fair & Rodeo	0.00	1,531,822	-	-	-	-	-	-	1,531,822	-
County Event Center	0.00	863,686	-	-	-	-	-	-	863,686	-
Economic Development										
Economic Development	5.00	-	1,612,083	-	-	-	-	-	1,612,083	-
Economic Opportunity	0.00	-	1,401,753	-	-	-	-	-	1,401,753	-
Agriculture & Forest Econ. Development	0.70	-	319,865	-	-	-	-	-	319,865	-
Library										
Library Systems	5.50	-	-	4,063,039	-	-	-	-	4,063,039	815,430
Shared Library Services	5.50	-	-	2,488,426	-	-	-	-	2,488,426	1,605,381
Oak Lodge Library	6.00	-	-	1,760,491	-	-	-	-	1,760,491	-
Sunnyside Library **	0.00	-	-	-	-	-	-	-	-	-
Parks, Golf & Recreation										
Stone Creek Golf Course	0.00	-	-	-	-	-	-	3,666,535	3,666,535	-
County Parks	5.64	-	-	-	3,782,498	-	-	-	3,782,498	208,122
Assets										
Forest & Timber Management	3.26	-	-	-	-	-	8,180,021	-	8,180,021	-
Property Disposition	1.40	-	-	-	-	1,866,844	-	-	1,866,844	-
Tax Title Land	0.00	-	-	-	-	621,361	-	-	621,361	-
<b>FY 18-19 Budget</b>	<b>37.00</b>	<b>\$ 2,395,508</b>	<b>\$ 4,798,906</b>	<b>\$ 8,311,956</b>	<b>\$ 3,782,498</b>	<b>\$ 2,488,205</b>	<b>\$ 8,180,021</b>	<b>\$ 3,666,535</b>	<b>\$ 33,623,629</b>	<b>\$ 2,628,933</b>
<b>FY 17-18 Budget</b>		<b>\$ 2,385,125</b>	<b>\$ 5,653,435</b>	<b>\$ 8,816,185</b>	<b>\$ 3,910,950</b>	<b>\$ 3,245,965</b>	<b>\$ 4,698,661</b>	<b>\$ 3,582,884</b>	<b>\$ 32,293,205</b>	<b>\$ 2,457,005</b>
<b>\$ Increase (Decrease)</b>		<b>\$ 10,383</b>	<b>\$ (854,529)</b>	<b>\$ (504,229)</b>	<b>\$ (128,452)</b>	<b>\$ (757,760)</b>	<b>\$ 3,481,360</b>	<b>\$ 83,651</b>	<b>\$ 1,330,424</b>	<b>\$ 171,928</b>
<b>% Increase ( Decrease)</b>		<b>0.44%</b>	<b>-15.12%</b>	<b>-5.72%</b>	<b>-3.28%</b>	<b>-23.34%</b>	<b>74.09%</b>	<b>2.33%</b>	<b>4.12%</b>	<b>7.00%</b>
<b>FY 17-18 FTE</b>	<b>36.0</b>	<b>0.00</b>	<b>10.40</b>	<b>16.00</b>	<b>5.64</b>	<b>1.20</b>	<b>2.76</b>	<b>0.00</b>		

\*\*Sunnyside Library transferred to the City of Happy Valley on July 1, 2015, thus has no budget for FY 18-19.



## Business and Community Services

### Department Mission

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

### Business and Community Services

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

<b>BCS Administration</b> Laura Zentner Interim Director  Total Request \$1,465,205 Gen Fund \$ -	<b>Fair &amp; Event Center</b> Laura Zentner Interim Director  Total Request \$2,395,508 Gen Fund \$ -	<b>Economic Development</b> Laura Zentner Interim Director  Total Request \$3,333,701 Gen Fund \$ -	<b>Library</b> Laura Zentner Interim Director  Total Request \$8,311,956 Gen Fund \$ 2,420,811	<b>Parks, Golf &amp; Recreation</b> Laura Zentner Interim Director  Total Request \$7,449,033 Gen Fund \$ 208,122	<b>Assets</b> Laura Zentner Interim Director  Total Request \$10,668,226 Gen Fund \$ -
<b>Office of the Director</b> Laura Zentner Interim Director  FTE 1.65 Total Request \$671,013 Gen Fund \$ -	<b>County Fair &amp; Rodeo</b> Laurie Bothwell Manager  FTE 0.00 Total Request \$1,531,822 Gen Fund \$ -	<b>Economic Development</b> Catherine Grubowski-Johnson Manager  FTE 5.00 Total Request \$1,612,083 Gen Fund \$ -	<b>Library Systems</b> Greg Williams Manager  FTE 5.50 Total Request \$4,063,039 Gen Fund \$ 815,430	<b>Stone Creek Golf Course</b> Gordon Tolbert Manager  FTE 0.00 Total Request \$3,666,535 Gen Fund \$ -	<b>Forest &amp; Timber Management</b> Rick Gruen Manager  FTE 3.26 Total Request \$8,180,021 Gen Fund \$ -
<b>Budgeting, Financial Mgmt. &amp; Planning</b> Laura Zentner Interim Director  FTE 2.35 Total Request \$794,192 Gen Fund \$ -	<b>County Event Center</b> Laurie Bothwell Manager  FTE 0.00 Total Request \$863,686 Gen Fund \$ -	<b>Economic Opportunity</b> Laura Zentner Interim Director  FTE 0.00 Total Request \$1,401,753 Gen Fund \$ -	<b>Shared Library Services</b> Greg Williams Manager  FTE 5.50 Total Request \$2,488,426 Gen Fund \$ 1,605,381	<b>County Parks</b> Rick Gruen Manager  FTE 5.64 Total Request \$3,782,498 Gen Fund \$ 208,122	<b>Property Disposition</b> Rick Gruen Manager  FTE 1.40 Total Request \$1,866,844 Gen Fund \$ -
		<b>Ag. &amp; Forest Econ. Development</b> Rick Gruen Manager  FTE 0.70 Total Request \$319,865 Gen Fund \$ -	<b>Oak Lodge Library</b> Mitzi Olson Manager  FTE 6.00 Total Request \$1,760,491 Gen Fund \$ -		<b>Tax Title Land</b> Rick Gruen Manager  FTE 0.00 Total Request \$621,361 Gen Fund \$ -



## BCS Administration

### Line of Business Purpose Statement

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

### Business and Community Services

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

#### BCS Administration

Laura Zentner  
Interim Director

Total Request  
\$1,465,205

Gen Fund \$ -

#### Office of the Director

Laura Zentner  
Interim Director

FTE 1.65  
Total Request  
\$671,013

Gen Fund \$ -

#### Budgeting, Financial Mgmt. & Planning

Laura Zentner  
Interim Director

FTE 2.35  
Total Request  
\$794,192

Gen Fund \$ -




## BCS Administration

### Office of the Director

#### Performance Narrative Statement

The Office of the Director Program proposes a budget of \$671,013, 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Percentage of performance measures achieved	74%	66%	90%	64%	80%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The services provided by Business and Community Services are **mandated services**. Thus, by default the *Office of 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>156,918</b>	<b>149,641</b>	<b>156,084</b>	<b>156,084</b>	<b>257,380</b>	<b>101,296</b>	<b>64.9%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	404,121	517,446	580,405	580,405	413,633	(166,772)	-28.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>404,121</b>	<b>517,446</b>	<b>580,405</b>	<b>580,405</b>	<b>413,633</b>	<b>(166,772)</b>	<b>-28.7%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>561,039</b>	<b>667,087</b>	<b>736,489</b>	<b>736,489</b>	<b>671,013</b>	<b>(65,476)</b>	<b>-8.9%</b>
Personnel Services	304,680	320,138	367,857	345,322	353,389	(14,468)	-3.9%
Materials & Services	82,602	164,367	219,521	114,439	200,955	(18,566)	-8.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	24,116	26,498	19,348	19,348	22,269	2,921	15.1%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>411,398</b>	<b>511,003</b>	<b>606,726</b>	<b>479,109</b>	<b>576,613</b>	<b>(30,113)</b>	<b>-5.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	129,763	-	94,400	(35,363)	-27.3%
<b>Total Exp - Including Special Categories</b>	<b>411,398</b>	<b>511,003</b>	<b>736,489</b>	<b>479,109</b>	<b>671,013</b>	<b>(65,476)</b>	<b>-8.9%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	1.65	1.65	1.65	1.65	1.65	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.65	1.65	-	0.25	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.40	-	-	-

Significant Issues and Changes

Public and Government Affairs (PGA) in partnership with BCS and Health, Housing & Human Services (H3S) is hiring a full time position to support both departments with communication, media relations, marketing and community relations. The position will be funded by a 50% contribution from BCS and 50% contribution from H3S.





## Budgeting, Financial Management & Planning

### Performance Narrative Statement

The Budgeting, Financial Management and Planning Program proposes a budget of \$794,192, 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Percentage of budgets and supplemental budgets in compliance with Oregon Budget Law	100%	100%	100%	100%	100%
 Result	Percentage of quarterly reports completed within 45 days after the end of the quarter	100%	100%	100%	100%	100%
Demand / Output	Number of quarterly reports requested / Number of quarterly reports completed within 45 days after the end of the quarter <b>**Includes 1 - LIBSD &amp; 16 - BCS</b>	78 reports / 78 reports	78 reports / 78 reports	78 reports / 78 reports	78 reports / 78 reports	51 reports / 51 reports

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation: The *Budgeting, Planning, and Financial Management Program* is a **mandated service** which provides coordination, financial analysis, risk management, budgeting, forecasting, contract management and administrative support to all BCS Lines of Business with no general fund support. The *Budgeting, Planning, and Financial Management Program* also ensures compliance with Oregon Budget Law, Governmental Accounting Standards Board (GASB), purchasing rules and regulations, and other federal and state rules and regulations.





Budgeting, Financial Management & Planning

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>306,918</b>	<b>189,568</b>	<b>170,002</b>	<b>170,002</b>	<b>126,585</b>	<b>(43,417)</b>	<b>-25.5%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	749	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	606,181	517,446	520,621	520,621	667,607	146,986	28.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	(90)	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>606,091</b>	<b>518,195</b>	<b>520,621</b>	<b>520,621</b>	<b>667,607</b>	<b>146,986</b>	<b>28.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>913,009</b>	<b>707,763</b>	<b>690,623</b>	<b>690,623</b>	<b>794,192</b>	<b>103,569</b>	<b>15.0%</b>
Personnel Services	400,069	432,124	475,267	472,134	459,100	(16,167)	-3.4%
Materials & Services	289,031	62,723	51,473	45,468	173,356	121,883	236.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	34,342	42,913	46,436	46,436	45,720	(716)	-1.5%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>723,442</b>	<b>537,760</b>	<b>573,176</b>	<b>564,038</b>	<b>678,176</b>	<b>105,000</b>	<b>18.3%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	117,447	-	116,016	(1,431)	-1.2%
<b>Total Exp - Including Special Categories</b>	<b>723,442</b>	<b>537,760</b>	<b>690,623</b>	<b>564,038</b>	<b>794,192</b>	<b>103,569</b>	<b>15.0%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	2.85	2.85	2.35	2.35	2.35	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.85	2.85	-	1.75	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	0.60	-	-	-

Significant Issues and Changes

NCPRD hired a full time Finance Operations Manager in February 2018. This new position will provide the full time support needed for NCPRD and will also free up the Deputy Director to focus on BCS business operations as she will no longer have the additional role of NCPRD Business Operations Director.



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**CLACKAMAS**  
C O U N T Y



## Fair & Event Center

### Line of Business Purpose Statement

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

### Business and Community Services

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

#### Fair & Event Center

Laura Zentner  
Interim Director

Total Request  
\$2,395,508

Gen Fund \$ -

#### County Fair & Rodeo

Laurie Bothwell  
Manager

FTE 0.00  
Total Request  
\$1,531,822

Gen Fund \$ -

#### County Event Center

Laurie Bothwell  
Manager

FTE 0.00  
Total Request  
\$863,686

Gen Fund \$ -





# Fair & Event Center

## County Fair & Rodeo

### Performance Narrative Statement

The County Fair and Rodeo Program proposes a budget of \$1,531,822, a continuation of the current funding level. These resources will provide the 112th County Fair in August for an estimated 155,000 County Fair attendees and 21,000 Rodeo attendees. These resources will also provide the opportunity for year after year involvement for 4H, FFA and other participants. Reaching the attendance and participation targets will enhance the community experience, youth development and fundraising opportunities for local organizations.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Percentage of capacity of County Fair attendance	At 84% capacity	At 65% capacity	At 86% capacity	At 82% capacity	At 89% capacity
Demand / Output	Fair Attendance / Maximum Fair Attendees Allowed	146,705 attendees 175,000 max	114,031 attendees 175,000 max	150,000 attendees 175,000 max	144,020 attendees 175,000 max	155,000 attendees 175,000 max
 Result	Percentage of capacity of County Rodeo attendance	At 81% capacity	At 69% capacity	At 79% capacity	At 86% capacity	At 90% capacity
Demand / Output	Rodeo Attendance / Maximum Rodeo Attendees Allowed	18,893 attendees 23,460 max	16,110 attendees 23,460 max	18,500 attendees 23,460 max	20,140 attendees 23,460 max	21,076 attendees 23,460 max

Program includes:

Mandated Services ☒ Y

Shared Services ☒ Y

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation: The *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 fiscal year 2018/19, the *County Fair Fund* is budgeted to receive \$477,870; \$262,829 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>370,251</b>	<b>485,584</b>	<b>296,471</b>	<b>296,471</b>	<b>136,427</b>	<b>(160,044)</b>	<b>-54.0%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	53,667	53,667	17,500	53,167	53,167	35,667	203.8%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	515,485	444,119	533,600	504,431	527,261	(6,339)	-1.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	476,569	420,425	510,300	483,895	552,138	41,838	8.2%
Interfund Transfers	155,421	157,287	160,590	160,590	262,829	102,239	63.7%
<b>Operating Revenue</b>	<b>1,201,142</b>	<b>1,075,498</b>	<b>1,221,990</b>	<b>1,202,083</b>	<b>1,395,395</b>	<b>173,405</b>	<b>14.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,571,393</b>	<b>1,561,082</b>	<b>1,518,461</b>	<b>1,498,554</b>	<b>1,531,822</b>	<b>13,361</b>	<b>0.9%</b>
Personnel Services	141,513	157,314	226,045	158,045	166,500	(59,545)	-26.3%
Materials & Services	932,168	1,060,994	1,012,546	1,125,309	1,057,359	44,813	4.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	12,128	46,301	89,081	78,773	233,130	144,049	161.7%
<b>Operating Expenditure</b>	<b>1,085,809</b>	<b>1,264,609</b>	<b>1,327,672</b>	<b>1,362,127</b>	<b>1,456,989</b>	<b>(14,732)</b>	<b>9.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,000	-	5,000	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	185,789	-	69,833	(115,956)	-62.4%
<b>Total Exp - Including Special Categories</b>	<b>1,085,809</b>	<b>1,264,609</b>	<b>1,518,461</b>	<b>1,362,127</b>	<b>1,531,822</b>	<b>(130,688)</b>	<b>0.9%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

### Significant Issues and Changes

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

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

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



# Fair & Event Center

## County Event Center

### Performance Narrative Statement

The County Event Center Program proposes a budget of \$863,686, a continuation of the current funding level. These resources will provide 177 events with access to a public facility at a price that covers the cost of access and allows them to fulfill their mission. These resources will also provide 630 non-fair hosted events for indirect or direct community benefit. Reaching these rental targets will help community organizations fulfill their missions, while adding financial support to the Fair and Event Center.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Number of events where organizations will benefit from access to a public facility at a price that covers the cost of access and allows them to fulfill their mission	225 events	203 events	280 events	177 events	177 events
Result	Number of events where organizations will benefit from rental access to a public facility at a price that covers the cost of access and provides additional revenue to support the Fair and Event Center	469 events	469 events	500 events	567 events	630 events
Demand / Output	Non-fair events requested / Non-fair events booked <i>NEW Events booked (included in totals)</i>	738 requested 694 booked <i>51 new events</i>	1,174 requested 672 booked <i>71 new events</i>	850 requested 780 booked <i>66 new events</i>	850 requested 744 booked <i>60 new events</i>	850 requested 807 booked <i>50 new events</i>

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 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 500 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 fiscal year 2018/19, the *County Fair Fund* is budgeted to receive \$477,870; \$215,041 is budgeted for the *County Event Center Program*. The amount is adjusted annually for inflation, and the funds shall be used by the *Event Center* for construction, operations and maintenance.



## Fair & Event Center

## County Event Center

### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>158,679</b>	<b>129,558</b>	<b>232,350</b>	<b>232,350</b>	<b>302,845</b>	<b>70,495</b>	<b>30.3%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	32,500	-	-	(32,500)	0%
Local Grants & Revenues	2,000	3,111	1,500	2,000	3,000	1,500	100.0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	248,850	339,183	302,074	356,278	342,800	40,726	13.5%
Interfund Transfers	288,639	292,104	298,240	298,240	215,041	(83,199)	-27.9%
<b>Operating Revenue</b>	<b>539,489</b>	<b>634,398</b>	<b>634,314</b>	<b>656,518</b>	<b>560,841</b>	<b>(73,473)</b>	<b>-11.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>698,168</b>	<b>763,956</b>	<b>866,664</b>	<b>888,868</b>	<b>863,686</b>	<b>(2,978)</b>	<b>-0.3%</b>
Personnel Services	356,253	296,484	330,655	321,655	339,500	8,845	2.7%
Materials & Services	208,783	188,713	234,143	222,873	212,959	(21,184)	-9.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	3,573	46,410	217,146	41,495	269,614	52,468	24.2%
<b>Operating Expenditure</b>	<b>568,609</b>	<b>531,607</b>	<b>781,944</b>	<b>586,023</b>	<b>822,073</b>	<b>(12,339)</b>	<b>5.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	84,720	-	41,613	(43,107)	-50.9%
<b>Total Exp - Including Special Categories</b>	<b>568,609</b>	<b>531,607</b>	<b>866,664</b>	<b>586,023</b>	<b>863,686</b>	<b>(55,446)</b>	<b>-0.3%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

### Significant Issues and Changes

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

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

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



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**CLACKAMAS**  
C O U N T Y





## Economic Development

### Line of Business Purpose Statement

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

### Business and Community Services

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

#### Economic Development

Laura Zentner

Interim Director

Total Request

\$3,333,701

Gen Fund \$ -

#### Economic Development

Catherine

Grubowski-Johnson

Manager

FTE 5.00

Total Request

\$1,612,083

Gen Fund \$ -

#### Economic Opportunity

Laura Zentner

Interim Director

FTE 0.00

Total Request

\$1,401,753

Gen Fund \$ -

#### Ag. & Forest Econ.

Development

Rick Gruen

Manager

FTE .70

Total Request

\$319,865

Gen Fund \$ -



## Economic Development

## Economic Development

### Performance Narrative Statement

The Economic Development Program proposes a budget of \$1,612,083, a continuation of the current funding level. These resources will provide policymakers and performance partners increased knowledge of redevelopment opportunities, programs and resources available in Clackamas County. Reaching these targets will help business and property owners, performance partners and policymakers grow a vibrant, resilient economy.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Number of new jobs created and private dollars invested from Enterprise Zone applicants	83 jobs \$15,895,000	55 jobs \$1,710,000	75 jobs \$15,000,000	55 jobs \$29,654,360	75 jobs \$15,000,000
Demand / Output	Number of Enterprise Zone applications requested / Number of Enterprise Zone applications processed	6 requested / 6 processed	4 requested / 4 processed	6 requested / 6 processed	6 requested / 3 processed	6 requested / 6 processed
Result	Number of meetings convened of Clackamas County cities and regional partners	12 meetings	13 meetings	12 meetings	12 meetings	12 meetings
Result	Percentage of available employment land in the Metro Urban Growth Boundary within Clackamas County that is "development ready"	N/A	N/A	N/A	10%	16%
Demand / Output	"Development ready" acres in Metro Urban Growth Boundary within Clackamas County / Employment acres in Metro Urban Growth Boundary within Clackamas County	N/A	N/A	N/A	97 acres/ 945 acres	137 acres/ 835 acres
Result	Percentage of available employment land outside the Metro Urban Growth Boundary within Clackamas County that is "development ready"	N/A	N/A	N/A	34%	35%
Demand / Output	"Development ready" acres outside Metro Urban Growth Boundary within Clackamas County / Employment acres outside Metro Urban Growth Boundary within Clackamas County	N/A	N/A	N/A	251 acres / 745 acres	271 acres / 770 acres

Program includes:

Mandated Services ☐ Y

Shared Services ☐ Y

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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

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



## Economic Development

## Economic Development

### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>554,499</b>	<b>648,319</b>	<b>707,115</b>	<b>707,115</b>	<b>432,911</b>	<b>(274,204)</b>	<b>-38.8%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	27,487	2,204	10,000	29,172	29,172	19,172	191.7%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	1,090,000	1,090,000	1,090,000	1,090,000	1,150,000	60,000	5.5%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	1,681	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,119,168</b>	<b>1,092,204</b>	<b>1,100,000</b>	<b>1,119,172</b>	<b>1,179,172</b>	<b>79,172</b>	<b>7.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,673,667</b>	<b>1,740,523</b>	<b>1,807,115</b>	<b>1,826,287</b>	<b>1,612,083</b>	<b>(195,032)</b>	<b>-10.8%</b>
Personnel Services	472,138	487,050	692,509	750,427	739,270	46,761	6.8%
Materials & Services	482,187	480,505	885,821	557,020	633,553	(252,268)	-28.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	67,604	65,853	85,929	85,929	91,997	6,068	7.1%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,021,929</b>	<b>1,033,408</b>	<b>1,664,259</b>	<b>1,393,376</b>	<b>1,464,820</b>	<b>(199,439)</b>	<b>-12.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	3,420	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	142,856	-	147,263	4,407	3.1%
<b>Total Exp - Including Special Categories</b>	<b>1,025,349</b>	<b>1,033,408</b>	<b>1,807,115</b>	<b>1,393,376</b>	<b>1,612,083</b>	<b>(195,032)</b>	<b>-10.8%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	4.00	-	5.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	1.00	-	-	-	-	-

### Significant Issues and Changes

In 2015, the State legislature passed HB 2734 allowing for the formation of land bank authorities in the State of Oregon. In a Policy Session in February 2018, the BCC approved the concept of a Clackamas County Land Bank Authority (CCLBA) and approved BCS 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 within the County. BCS is in the process of hiring a consultant to work on establishing a five-year plan to identify seed funding for the startup and ongoing sources and uses of funding to ensure the program would be sustainable and feasible in the long-term. The business plan would also identify proposed staffing along with potential projects for the CCLBA. BCS will report back in October 2018 with a completed Business Plan and recommendation on whether to proceed with the formation of a CCLBA.

In 2016, representatives from Clackamas County traveled to China to better understand opportunities for trade partnerships. This resulted in the establishment of a sister county relationship between Guanyun County, Jiangsu Province, PRC and Clackamas County. In 2017, Clackamas County hosted a delegation from China in addition to co-sponsoring the Oregon China Economic Forum for the second time. Staff is currently in the process of developing an International Trade Strategy that will provide a guide to activities such as hosting delegations, participating in outbound trade missions and the diplomatic protocols of international relations. In addition, Clackamas County co-sponsored the 2018 Oregon China Economic Forum in Oregon City. County officials and staff also facilitated a forum to explore foreign direct investment opportunities in manufacturing, food processing, and Cross Laminated Timber.




## Economic Development

## Economic Opportunity

### Performance Narrative Statement

The Economic Opportunity Program proposes a budget of \$1,401,753, a continuation of the current funding level. These resources will provide funding to project sponsors to explore or introduce a project with the potential for positive impact on economic vitality in Clackamas County. Reaching these targets will help with the goal of enhancing high wage job and GDP growth in the County.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Amount of funding provided to project sponsors	\$340,067	\$390,000	\$500,000	\$384,276	\$500,000
Demand / Output	Number of projects identified as candidates for funding / Number of projects funded	7 identified / 7 funded	6 identified / 6 funded	6 identified / 6 funded	6 identified / 7 funded	7 identified / 7 funded

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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



## Economic Development

## Economic Opportunity

### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>995,067</b>	<b>1,310,558</b>	<b>1,134,158</b>	<b>1,569,068</b>	<b>1,036,753</b>	<b>(97,405)</b>	<b>-8.6%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	633,050	647,689	600,000	470,000	346,000	(254,000)	-42.3%
Local Grants & Revenues	12,500	217,500	-	30,000	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	16,609	20,035	12,000	19,000	19,000	7,000	58.3%
Interfund Transfers	-	30,000	-	-	-	-	0%
<b>Operating Revenue</b>	<b>662,159</b>	<b>915,224</b>	<b>612,000</b>	<b>519,000</b>	<b>365,000</b>	<b>(247,000)</b>	<b>-40.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,657,226</b>	<b>2,225,782</b>	<b>1,746,158</b>	<b>2,088,068</b>	<b>1,401,753</b>	<b>(344,405)</b>	<b>-19.7%</b>
Personnel Services	-	12,956	53,534	47,000	55,539	2,005	3.7%
Materials & Services	283,667	555,758	1,599,909	761,600	944,057	(655,852)	-41.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	4,715	4,715	4,157	(558)	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>283,667</b>	<b>568,714</b>	<b>1,658,158</b>	<b>813,315</b>	<b>1,003,753</b>	<b>(654,405)</b>	<b>-39.5%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	25,000	25,000	175,000	335,000	310,000	1240.0%
Interfund Transfers	63,000	63,000	63,000	63,000	63,000	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>346,667</b>	<b>656,714</b>	<b>1,746,158</b>	<b>1,051,315</b>	<b>1,401,753</b>	<b>(344,405)</b>	<b>-19.7%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

### Significant Issues and Changes

In fiscal year 2016/17 the department added a limited term, part time, two-year Heritage Project Manager position. It is the mission of the Heritage Coordination Project to build lasting local capacity and commitment for protecting, enhancing, promoting and sharing expertise and resources within Clackamas County to include:

- Effective stewardship of locally-owned museum collections and archives;
- Preservation of local historic and cultural resources; and
- A sustainable network of financially secure local heritage organizations and institutions.

The County and Clackamas County Business Alliance (CCBA) signed a two year Agreement in March 2018 providing \$150,000 in funding to the CCBA over three fiscal years. The main goal of the agreement is to strengthen the CCBA by uniting the county, cities within the county, and county-based businesses in a professional and focused collective that will lead to greater positive outcomes to increase county-wide economic prosperity and that provide a business perspective to the Board of County Commissioners. Total funding will be \$150,000 in lottery funds to be dispersed over the next three years, \$18,750 in lottery funds for fiscal year 2017/18, \$75,000 in lottery funds for fiscal year 2018/19, and \$56,250 in lottery funds for fiscal year 2019/20. This \$150,000 is in addition to the \$25,000 that is currently provided annually for membership/grant support.





## Economic Development

### Agriculture & Forest Economic Development

#### Performance Narrative Statement

The Agriculture and Forest Economic Development Program proposes a budget of \$319,865, a reduction of the current funding level. These resources will provide support for legislation that will enable sustainable timber harvests from Oregon and California (O&C) Lands in Clackamas County and also provide county support to the agriculture industry. Reaching these targets will help maintain and enhance the economic viability of the agriculture and forest industries in Clackamas County and the region.

#### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	By 2020 legislation passed enabling sustainable timber harvests from Oregon & California (O&C) Lands in Clackamas County	2020	2020	2020	N/A	N/A
 Result	Actions taken by the Board that increase harvested timber on non-county public forest land	N/A	N/A	4 Actions	2 Presentations / 2 Actions	5 Actions

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

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

*Agriculture and Forest Economic Development* is budgeted to receive **grant funding** from the United States Department of Agriculture - Wood Innovations Grant Program for the Cross Laminated Timber project with matching funds provided by the lottery dollars.



Agriculture & Forest Economic Development

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>261,865</b>	<b>257,349</b>	<b>87,971</b>	<b>87,971</b>	<b>35,865</b>	<b>(52,106)</b>	<b>-59.2%</b>
Prior Year Revenue	-	3,380	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	26,876	822	154,144	30,000	20,000	(134,144)	-87.0%
State Grants & Revenues	200,000	300,681	430,935	240,000	264,000	(166,935)	-38.7%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	6,009	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>232,885</b>	<b>304,883</b>	<b>585,079</b>	<b>270,000</b>	<b>284,000</b>	<b>(301,079)</b>	<b>-51.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>494,750</b>	<b>562,232</b>	<b>673,050</b>	<b>357,971</b>	<b>319,865</b>	<b>(353,185)</b>	<b>-52.5%</b>
Personnel Services	109,529	168,231	189,841	113,887	115,636	(74,205)	-39.1%
Materials & Services	117,415	293,475	379,090	190,939	145,126	(233,964)	-61.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	10,457	12,555	17,280	17,280	14,991	(2,289)	-13.2%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>237,401</b>	<b>474,261</b>	<b>586,211</b>	<b>322,106</b>	<b>275,753</b>	<b>(310,458)</b>	<b>-53.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	86,839	-	44,112	(42,727)	-49.2%
<b>Total Exp - Including Special Categories</b>	<b>237,401</b>	<b>474,261</b>	<b>673,050</b>	<b>322,106</b>	<b>319,865</b>	<b>(353,185)</b>	<b>-52.5%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	1.40	1.40	1.40	1.40	0.70	(0.70)	-50.0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.40	1.40	-	0.40	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	-

Significant Issues and Changes

Agriculture and Forest Economic Development - Cross Laminated Timber (CLT) has been targeted by the BCC as a strategic priority for Clackamas County. Staff is taking a lead role in identifying CLT supply chain opportunities and carrying out strategic initiatives around supply, building codes and investment. Staff has applied for grant funding from the United States Forest Service - Wood Innovations Grant Program to design a "purpose driven" timber sale as part of a proposed federal forestland pilot project seeking to increase the supply and utilization of federal timber for cross laminated timber processing.

The goal of the CLT grant is to develop a replicable, scalable, and sustainable "Forest to Frame" harvest planning model with the following objectives:

- Provide a strategy that improves the certainty of supply and predictability of product;
- Target rural revitalization through additional timber receipt revenues, increased County services, and economic stimulus to primary and secondary forest industry sectors;
- Ensure environmental co-benefits are achieved through the CLT supply chain; and
- Promote the adoption of mass timber and advanced manufacturing within the region for domestic and export markets.



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**CLACKAMAS**  
C O U N T Y





### Line of Business Purpose Statement

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

## Business and Community Services

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

### Library

Laura Zentner  
Interim Director

Total Request  
\$8,311,956

Gen Fund \$ 2,420,811

### Library Systems

Greg Williams  
Manager  
FTE 5.50

Total Request  
\$4,063,039

Gen Fund \$ 815,430

### Shared Library Services

Greg Williams  
Manager  
FTE 5.50

Total Request  
\$2,488,426

Gen Fund \$ 1,605,381

### Oak Lodge Library

Mitzi Olson  
Manager  
FTE 6.00

Total Request  
\$1,760,491

Gen Fund \$ -






# Library

## Library Systems

### Performance Narrative Statement

The Library Systems Program proposes a budget of \$4,063,039, a continuation of the current funding level. These resources will provide an online library system that is operational 99% of the time. In addition, these resources will provide a response within two business days on an estimated 700 technical support requests from the customer libraries 99% of the time. Reaching these targets will allow customer libraries to efficiently and effectively provide library collections and services to their patrons.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Percentage of technology support request responses provided within two business days	99%	99%	98%	99%	99%
Demand / Output	Number of technical support requests received / Number of technical support request responses within two business days	683 requests / 679 responses	555 requests / 552 responses	800 requests / 784 responses	700 requests / 693 responses	700 requests / 693 responses
 Result	Percentage of time the Integrated Library System (ILS) is operational	100%	100%	99%	99%	99%
 Result	Percentage of materials sent to Library Systems for cataloging processed within established timeframes	91%	89%	90%	80%	90%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation: *Library Systems* is a **mandated service** as indicated in Clackamas County's Master IGA for the *Library Network* to provide services to the eleven city libraries and one county library in Clackamas County. *Library Systems* provides hardware, software, cataloging and support services to the customer libraries under the IGA so they can efficiently and effectively provide library collections and services to their patrons.



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>6,422,422</b>	<b>6,478,302</b>	<b>4,102,695</b>	<b>4,102,695</b>	<b>3,232,609</b>	<b>(870,086)</b>	<b>-21.2%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	58,780	45,715	21,000	18,364	15,000	(6,000)	-28.6%
Interfund Transfers	1,472,089	1,235,720	1,346,182	1,346,182	815,430	(530,752)	-39.4%
<b>Operating Revenue</b>	<b>1,530,869</b>	<b>1,281,435</b>	<b>1,367,182</b>	<b>1,364,546</b>	<b>830,430</b>	<b>(536,752)</b>	<b>-39.3%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>7,953,291</b>	<b>7,759,737</b>	<b>5,469,877</b>	<b>5,467,241</b>	<b>4,063,039</b>	<b>(1,406,838)</b>	<b>-25.7%</b>
Personnel Services	626,051	637,689	702,199	649,217	775,754	73,555	10.5%
Materials & Services	462,730	318,303	549,280	442,948	575,261	25,981	4.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	49,536	42,263	57,467	57,467	42,892	(14,575)	-25.4%
Capital Outlay	336,672	658,787	202,596	85,000	10,000	(192,596)	-95.1%
<b>Operating Expenditure</b>	<b>1,474,989</b>	<b>1,657,042</b>	<b>1,511,542</b>	<b>1,234,632</b>	<b>1,403,907</b>	<b>84,961</b>	<b>-7.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	2,000,000	3,100,000	1,000,000	2,100,000	(1,000,000)	-32.3%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	858,335	-	559,132	(299,203)	-34.9%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,474,989</b>	<b>3,657,042</b>	<b>5,469,877</b>	<b>2,234,632</b>	<b>4,063,039</b>	<b>(1,214,242)</b>	<b>-25.7%</b>
<b>General Fund Support (if applicable)</b>	<b>1,472,089</b>	<b>1,235,720</b>	<b>1,346,182</b>	<b>1,346,182</b>	<b>815,430</b>	<b>-530,752</b>	<b>-39.4%</b>
Full Time Equiv Pos (FTE) Budgeted	5.50	5.50	5.50	5.50	5.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.50	5.50	-	4.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	-

Significant Issues and Changes

After a successful initial implementation of RFID (Radio Frequency identification) and AMH (Automated Materials Handling) technologies, Library Systems and Shared Library Services are currently coordinating the evaluation, procurement, implementation, and ongoing management of additional products and services which build upon the Library District's RFID/AMH infrastructure. These initiatives include implementing additional features (such as book recommendations) on self-checkout machines, and working with libraries to further stream line materials handling and delivery processes throughout the District.

By the start of fiscal year 18/19, *Library Systems* anticipates filling a vacant, recently-reclassified Technical Services Librarian position. Filling the reclassified position will allow us to better support customer needs, particularly in the areas of cataloging, system support, and data integrity.

Business and Community Services, at the direction of the Board, will also be supporting the formation and work of a multi-jurisdictional Task Force to evaluate and make recommendations related to Library District services, funding, and governance.




## Shared Library Services

### Performance Narrative Statement

The Shared Library Services Program proposes a budget of \$2,488,426, a continuation of the current funding level. These resources will deliver 2,000,000 items via courier pick-ups and deliveries within established timeframes 95% of the time. Reaching these targets will allow customer libraries to share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Percentage of scheduled courier stops (pick-ups and deliveries) made within the established timeframes	97%	96%	95%	96%	95%
Demand / Output	Number of courier items to be picked-up and delivered / Number of items picked-up and delivered within the established timeframes	2,022,353 requested / 1,967,192 picked-up and delivered	1,989,003 requested / 1,907,694 picked-up and delivered	2,000,000 requested / 1,900,000 picked-up and delivered	1,990,318 requested / 1,910,705 picked-up and delivered	2,000,000 requested / 1,900,000 picked-up and delivered

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: *Library Services* is a **mandated service** as indicated in Clackamas County's Master IGA for the *Library Network* to provide services to the eleven city libraries and one county library in Clackamas County. *Library Services* provides administrative and operational support services to the customer libraries under the IGA so they can share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.



Shared Library Services

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	192,561	486,833	486,833	403,045	(83,788)	-17.2%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	3,881	15,000	14,779	-	(15,000)	-100.0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	2,000	-	-	(2,000)	-100.0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	238,579	1,547,053	585,000	430,000	480,000	(105,000)	-17.9%
Interfund Transfers	806,964	994,651	905,564	905,564	1,605,381	699,817	77.3%
<b>Operating Revenue</b>	<b>1,045,543</b>	<b>2,545,585</b>	<b>1,507,564</b>	<b>1,350,343</b>	<b>2,085,381</b>	<b>577,817</b>	<b>38.3%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,045,543</b>	<b>2,738,146</b>	<b>1,994,397</b>	<b>1,837,176</b>	<b>2,488,426</b>	<b>494,029</b>	<b>24.8%</b>
Personnel Services	405,547	481,968	603,523	586,718	660,603	57,080	9.5%
Materials & Services	415,912	1,723,209	955,365	718,036	878,606	(76,759)	-8.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	31,523	42,255	42,598	42,598	52,031	9,433	22.1%
Capital Outlay	-	-	72,000	72,000	72,000	-	0%
<b>Operating Expenditure</b>	<b>852,982</b>	<b>2,247,432</b>	<b>1,673,486</b>	<b>1,419,352</b>	<b>1,663,240</b>	<b>(10,246)</b>	<b>-0.6%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	3,881	-	14,779	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	320,911	-	825,186	504,275	157.1%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>852,982</b>	<b>2,251,313</b>	<b>1,994,397</b>	<b>1,434,131</b>	<b>2,488,426</b>	<b>494,029</b>	<b>24.8%</b>
<b>General Fund Support (if applicable)</b>	<b>806,964</b>	<b>994,651</b>	<b>905,564</b>	<b>905,564</b>	<b>1,605,381</b>	<b>699,817</b>	<b>77.3%</b>
Full Time Equiv Pos (FTE) Budgeted	3.50	3.50	5.50	5.50	5.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.50	3.50	-	5.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

After a successful initial implementation of RFID (Radio Frequency identification) and AMH (Automated Materials Handling) technologies, Library Systems and Shared Library Services are currently coordinating the evaluation, procurement, implementation, and ongoing management of additional products and services which build upon the Library District's RFID/AMH infrastructure. These initiatives include implementing additional features (such as book recommendations) on self-checkout machines, and working with libraries to further streamline materials handling and delivery processes throughout the District.

By the start of fiscal year 18/19, *Library Systems* anticipates filling a vacant, recently-reclassified Technical Services Librarian position. Filling the reclassified position will allow us to better support customer needs, particularly in the areas of cataloging, system support, and data integrity.

Business and Community Services, at the direction of the Board, will also be supporting the formation and work of a multi-jurisdictional Task Force to evaluate and make recommendations related to Library District services, funding, and governance.



# Oak Lodge Library

## Performance Narrative Statement

The Oak Lodge Library Program proposes a budget of \$1,760,491, a continuation of the current funding level. These resources will serve approximately 280,000 material checkouts and provide a collection of 60,000 items at the Oak Lodge Library. Reaching these targets will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

## Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Percentage of items checked out versus items in collection (turnover rate)	72%	77%	75%	72%	75%
Demand / Output	Number of non-duplicated items checked out / Number of items in the collection	46,107 checked out / 63,857 in collection	44,329 checked out / 57,746 in collection	45,000 checked out / 60,000 in collection	43,000 checked out / 60,000 in collection	45,000 checked out / 60,000 in collection
Result	Borrowers as a percentage of the resident population	37%	37%	37%	33%	37%
Demand / Output	Number of borrowers / Resident population	11,004 borrowers / 29,518 population	11,049 borrowers / 30,003 population	11,000 borrowers / 30,003 population	9,954 borrowers / 30,003 population	11,154 borrowers / 30,003 population
Result	Year-over-year increase in attendance for programmed events	41%	7%	10%	20%	5%
Demand / Output	Number of program attendees / Number of program attendees for prior year	3,113 FY 15/16 2,209 FY 14/15	3,333 FY 16/17 3,113 FY 15/16	3,300 FY 17/18 3,000 FY 16/17	4,000 FY 17/18 3,333 FY 16/17	4,200 FY 18/19 4,000 FY 17/18
Result	Percentage of OLA standards met, as required in IGA	N/A	N/A	100%	67%	67%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation: *Oak Lodge Library* 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 District supports eleven city libraries, and one county library - *Oak Lodge Library*.

*Oak Lodge Library* 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>82,251</b>	<b>96,067</b>	<b>75,541</b>	<b>75,541</b>	<b>249,371</b>	<b>173,830</b>	<b>230.1%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	5,486	5,513	5,400	5,748	5,765	365	6.8%
Local Grants & Revenues	740,000	860,000	1,255,570	1,213,000	1,396,670	141,100	11.2%
Charges for Service	2,009	2,583	1,800	2,000	97,085	95,285	5293.6%
Fines & Penalties	15,265	12,745	13,000	11,000	11,000	(2,000)	-15.4%
Other Revenues	465	827	600	600	600	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>763,225</b>	<b>881,668</b>	<b>1,276,370</b>	<b>1,232,348</b>	<b>1,511,120</b>	<b>234,750</b>	<b>18.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>845,476</b>	<b>977,735</b>	<b>1,351,911</b>	<b>1,307,889</b>	<b>1,760,491</b>	<b>408,580</b>	<b>30.2%</b>
Personnel Services	379,807	482,501	696,621	517,623	1,015,962	319,341	45.8%
Materials & Services	283,727	319,170	442,801	425,149	526,524	83,723	18.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	85,875	100,522	115,746	115,746	126,558	10,812	9.3%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>749,409</b>	<b>902,193</b>	<b>1,255,168</b>	<b>1,058,518</b>	<b>1,669,044</b>	<b>413,876</b>	<b>33.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	96,743	-	91,447	(5,296)	-5.5%
<b>Total Exp - Including Special Categories</b>	<b>749,409</b>	<b>902,193</b>	<b>1,351,911</b>	<b>1,058,518</b>	<b>1,760,491</b>	<b>408,580</b>	<b>30.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	6.00	1.00	20.0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	4.00	-	4.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	1.00	-	1.00	-	-	-

**Significant Issues and Changes**

In fiscal year 2017/18, the County and the City of Gladstone entered into a Settlement Agreement which contemplates the construction of two new libraries, one located within the City of Gladstone, and one located in unincorporated Clackamas County within the Oak Lodge Library service area with a specific site to be determined after appropriate public input. During the same period, NCPRD finalized the acquisition of the Concord Elementary School from the North Clackamas School District. In order to determine the best future use(s) of the Concord School property, BCS, with support from PGA, is coordinating and supporting a community-driven process to evaluate the suitability of the Concord School property as both a NCPRD facility and a potential site for a new Oak Lodge library. We anticipate the formation of a citizen Concord School and Library Planning Task Force, and anticipate providing significant staff support to the Concord School planning process, including hiring a limited-duration, full-time project manager.



Sunnyside Library (History)

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	2,927,422	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	-	-	-	-	0%
<b>Total Rev - Including Beginning Bal</b>	2,927,422	-	-	-	-	-	0%
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	2,319	-	-	-	-	-	0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	2,319	-	-	-	-	-	0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	2,925,103	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	2,927,422	-	-	-	-	-	0%
<b>General Fund Support (if applicable)</b>	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

The *Sunnyside Library* was transferred to the City of Happy Valley on July 1, 2015, and thus has no budget for fiscal 2016/17, fiscal year 2017/18 or fiscal year 2018/19.





## Parks, Golf & Recreation

### Line of Business Purpose Statement

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

### Business and Community Services

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

#### Parks, Golf & Recreation

Laura Zentner  
Interim Director

Total Request  
\$7,449,033

Gen Fund \$ 208,122

#### Stone Creek Golf Course

Gordon Tolbert  
Manager

FTE 0.00  
Total Request  
\$3,666,535

Gen Fund \$ -

#### County Parks

Rick Gruen  
Manager

FTE 5.64  
Total Request  
\$3,782,498

Gen Fund \$ 208,122






## Parks, Golf & Recreation

### Stone Creek Golf Course

#### Performance Narrative Statement

The Stone Creek Golf Course Program proposes a budget of \$3,666,535, a continuation of the current funding level. These resources will provide golf patrons the opportunity to book events and golf during the available tee times on "playable days". The resources will also provide a transfer of funds of \$324,500 to the County Parks Program to support operations. Reaching these targets will help clients and the golfing community to have an enjoyable and reasonably priced golfing experience while providing a supplemental source of funding for County Parks.

#### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Percentage of available tee times being filled during "playable golf days"	55%	66%	82%	72%	73%
Demand / Output	Number of golf rounds available / Number of tee times filled	97,992 rounds available 53,695 tee times filled	74,503 rounds available 49,251 tee times filled	70,200 rounds available 57,700 tee times filled	72,000 rounds available 51,500 tee times filled	74,000 rounds available 54,000 tee times filled
 Result	Revenues as a percentage of expenditures (cost recovery)	123%	113%	125%	117%	121%
 Result	Golf Course net proceeds contributed to County Parks division to fund ongoing operations	N/A	N/A	\$300,000	\$300,000	\$324,500

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

Land was purchased and developed by *County Parks* with the intent to generate a long-term sustainable revenue stream from Golf Course operations that would go directly to *County Parks* to support operations and maintenance needs. *Stone Creek Golf Course* is 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 including Golf Digest's Best Places to Play in 2006-2007, and #6 on the list of most Eco-Friendly Golf Courses in America by Links Golf Magazine in January 2013.



## Parks, Golf & Recreation

### Stone Creek Golf Course

#### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>683,367</b>	<b>888,449</b>	<b>775,818</b>	<b>775,819</b>	<b>811,514</b>	<b>35,696</b>	<b>4.6%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	2,731,835	2,528,583	2,801,066	2,722,542	2,850,521	49,455	1.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	4,370	6,848	6,000	3,800	4,500	(1,500)	-25.0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>2,736,205</b>	<b>2,535,431</b>	<b>2,807,066</b>	<b>2,726,342</b>	<b>2,855,021</b>	<b>47,955</b>	<b>1.7%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>3,419,572</b>	<b>3,423,880</b>	<b>3,582,884</b>	<b>3,502,161</b>	<b>3,666,535</b>	<b>83,651</b>	<b>2.3%</b>
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	2,195,534	2,178,982	2,451,715	2,274,360	2,381,111	(70,604)	-2.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	6,155	7,107	7,107	8,598	1,491	21.0%
Capital Outlay	85,590	162,924	100,000	109,180	130,000	30,000	30.0%
<b>Operating Expenditure</b>	<b>2,281,124</b>	<b>2,348,061</b>	<b>2,558,822</b>	<b>2,390,647</b>	<b>2,519,709</b>	<b>(39,113)</b>	<b>-1.5%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,000	-	5,000	-	0%
Interfund Transfers	250,000	300,000	300,000	300,000	324,500	24,500	8.2%
Reserve for Future Expenditures	-	-	409,720	-	530,561	120,841	29.5%
Contingency	-	-	309,342	-	286,765	(22,577)	-7.3%
<b>Total Exp - Including Special Categories</b>	<b>2,531,124</b>	<b>2,648,061</b>	<b>3,582,884</b>	<b>2,690,647</b>	<b>3,666,535</b>	<b>83,651</b>	<b>2.3%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

#### Significant Issues and Changes

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

With the approval of the Board of County Commissioners in July 2012, *Business & Community Service's Forest Division* began an accelerated timber harvest program with the goal of defeasing \$3,775,000 in debt at *Stone Creek Golf Course*. The debt was paid off in November 2013 and saved the County approximately \$1 million in interest expense. The additional net proceeds generated by defeasing the debt provided *County Park* operations with a long-term sustainable revenue stream.

In response to customer requests, *Stone Creek Golf Course* completed the installation of two Clipper Creek Level 2 electric vehicle charging stations in February 2018. Total project costs were under \$4,000. The project was completed in conjunction with Durst Energy, a local provider. A website and App called "Plugshare" helps owners of electric vehicles locate charging stations and *Stone Creek Golf Course* is now included as part of this website.






## Parks, Golf & Recreation

### County Parks

#### Performance Narrative Statement

The County Parks Program proposes a budget of \$3,782,498, a continuation of the current funding level. These resources will provide approximately 13,000 campsite reservations during "Peak" days at 210 campsites and a projected 92% occupancy rate in County Parks. During "Off-Peak" days these resources will provide approximately 9,528 campsite reservations at 210 campsites and a projected 50% occupancy rate in County Parks. Reaching these targets will provide residents and visitors with clean, safe and healthy recreation opportunities in Clackamas County.

#### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Peak rate of occupancy in campsites <i>Peak is defined as Friday, Saturday or Sunday</i>	N/A	N/A	80%	90%	92%
Demand / Output	Number of peak campsite reservations filled / Number of peak campsite reservations available	N/A	N/A	11,307 filled 14,134 available	12,720 filled 14,134 available	13,003 filled 14,134 available
 Result	Off-Peak rate of occupancy in campsites <i>Off-Peak is defined as Monday - Thursday</i>	N/A	N/A	40%	47%	50%
Demand / Output	Number of off-peak campsite reservations filled / Number of off-peak campsite reservations available	N/A	N/A	7,622 filled 19,056 available	8,956 filled 19,056 available	9,528 filled 19,056 available
 Result	Percentage of visitors who score their park experience as clean or very clean, and safe or very safe	91%	N/A*	90%	95%	95%

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:** *County Parks* 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.

*County Parks* has budgeted to apply for **grant funding** from the Oregon Parks and Recreation Department grant program for the Barton Park day use restroom project. In addition, *County Parks* has applied for and been approved to receive funding from the Oregon Parks and Recreation Department Grant Program for the new Metzler Campground restroom. Matching funds for all grant funding will be provided via an interfund transfer from the *Forest and Timber Management Program* where dollars have been set aside for capital asset repair and replacement in the *County Parks* system.

\*Survey not performed as of 9/30/17



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>357,239</b>	<b>458,347</b>	<b>1,190,313</b>	<b>1,190,313</b>	<b>1,020,800</b>	<b>-169,513</b>	<b>-14.2%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	1,350	4,178	1,350	1,350	1,350	-	0%
State Grants & Revenues	611,760	1,022,803	906,437	795,837	1,026,500	120,063	13.2%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	920,625	876,616	902,791	849,691	871,811	-30,980	-3.4%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	94,362	103,212	84,800	49,645	29,415	-55,385	-65.3%
Interfund Transfers	452,632	1,174,207	825,259	825,259	832,622	7,363	0.9%
<b>Operating Revenue</b>	<b>2,080,729</b>	<b>3,181,016</b>	<b>2,720,637</b>	<b>2,521,782</b>	<b>2,761,698</b>	<b>41,061</b>	<b>1.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,437,968</b>	<b>3,639,363</b>	<b>3,910,950</b>	<b>3,712,095</b>	<b>3,782,498</b>	<b>-128,452</b>	<b>-3.3%</b>
Personnel Services	937,266	980,997	1,188,253	1,063,335	1,148,164	-40,089	-3.4%
Materials & Services	576,953	574,115	647,361	617,523	746,185	98,824	15.3%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	179,089	198,427	202,566	202,566	228,979	26,413	13.0%
Capital Outlay	267,311	695,511	1,383,760	807,871	1,365,500	-18,260	-1.3%
<b>Operating Expenditure</b>	<b>1,960,619</b>	<b>2,449,050</b>	<b>3,421,940</b>	<b>2,691,295</b>	<b>3,488,828</b>	<b>85,148</b>	<b>2.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	19,000	-	10,000	-	-	-10,000	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	199,824	-	81,337	-118,487	-59.3%
Contingency	-	-	279,186	-	212,333	-66,853	-23.9%
<b>Total Exp - Including Special Categories</b>	<b>1,979,619</b>	<b>2,449,050</b>	<b>3,910,950</b>	<b>2,691,295</b>	<b>3,782,498</b>	<b>-110,192</b>	<b>-3.3%</b>
<b>General Fund Support (if applicable)</b>	<b>202,632</b>	<b>204,207</b>	<b>205,259</b>	<b>205,259</b>	<b>208,122</b>	<b>2,863</b>	<b>1.4%</b>
Full Time Equiv Pos (FTE) Budgeted	5.64	5.64	5.64	5.64	5.64	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.64	5.64	-	5.64	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

The focus for County Parks since 2016 with the adoption of Performance Clackamas for BCS/Parks Division has been the replacement of aging infrastructure to meet the public's expectations for clean and safe park facilities. In recent years, County Parks, in partnership with Oregon Parks and Recreation Department and Oregon State Marine Board, has been able to leverage its capital reserve funds to replace aged and unsafe playground structures in Barton, Metzler, and Feyrer Parks and replace a failing dock at Hebb Park. County Parks is now focused on replacing aged and failing restrooms at Feyrer, Barton and Metzler Parks while also improving ADA needs. In addition, County Parks has been able to rehabilitate a fire pond at Barton Park to meet defensible space objectives and complete the demolition of the structurally unsound Dorman Center at Hoodland Park. Total completed project costs are approximately \$1.8 million dollars. This has significantly reduced the backlog of deferred capital repair/replace projects estimated in 2012 to be at \$4.8 million dollars.



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**CLACKAMAS**  
C O U N T Y



### Line of Business Purpose Statement

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

## Business and Community Services

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

### Assets

Laura Zentner  
Interim Director

Total Request  
\$10,668,226

Gen Fund \$ -

### Forest & Timber Management

Rick Gruen  
Manager

FTE 3.26  
Total Request  
\$8,180,021

Gen Fund \$ -

### Property Disposition

Rick Gruen  
Manager

FTE 1.40  
Total Request  
\$1,866,844

Gen Fund \$ -

### Tax Title Land

Rick Gruen  
Manager

FTE 0.00  
Total Request  
\$621,361

Gen Fund \$ -






## Forest & Timber Management

### Performance Narrative Statement

The Forest and Timber Management Program proposes a budget of \$8,180,021, a continuation of the current funding level. These resources will provide County Parks with a projected \$300,000 in support for capital projects. These resources will also provide removal of 20 tons of debris from 50 dumpsites. Reaching these targets will provide revenue to the County Parks Program and enhance park and forest health now and for future generations.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Percentage of reported dumpsites cleaned via Dump Stoppers program	100%	100%	100%	100%	100%
Demand / Output	Number of dumpsites reported Number of dumpsites cleaned	45 reported / 45 cleaned	52 reported / 52 cleaned	42 reported / 42 cleaned	48 reported / 48 cleaned	50 reported / 50 cleaned
 Result	Percentage change in timber growth as measured by Current Volume / Baseline Volume	N/A	N/A	10%	N/A	10%
Demand / Output	Baseline Volume as measured from 2016 inventory / Current Volume as measured from 2016 inventory	N/A	N/A	30 million board feet	N/A	30 million board feet / 33 million board feet
Output	Timber harvested - measured per Million Board Feet <i>A board foot is a unit of volume for timber and is one foot long, one foot wide, and one inch thickness.</i>	6.33 million board feet	0 million board feet	1.5 million board feet	0 million board feet	5 million board feet
 Result	Number of logging and mill jobs supported from timber harvests on County owned timberlands Note: Estimated jobs per MBF of timber harvested is 15	N/A	N/A	N/A	0	75

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: *Forest and Timber Management* 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**.

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





Forest & Timber Management

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>4,045,184</b>	<b>4,731,369</b>	<b>2,643,751</b>	<b>2,643,751</b>	<b>2,296,846</b>	<b>(346,905)</b>	<b>-13.1%</b>
Prior Year Revenue	-	-	-	821	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	71,037	74,156	79,000	81,055	50,000	(29,000)	-36.7%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	427	333	1,000	1,000	600	(400)	-40.0%
Fines & Penalties	-	422	-	500	400	400	0%
Other Revenues	1,192,667	39,192	1,899,910	1,990,775	5,757,175	3,857,265	203.0%
Interfund Transfers	90,000	-	75,000	75,000	75,000	-	0%
<b>Operating Revenue</b>	<b>1,354,131</b>	<b>114,103</b>	<b>2,054,910</b>	<b>2,149,151</b>	<b>5,883,175</b>	<b>3,828,265</b>	<b>186.3%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>5,399,315</b>	<b>4,845,472</b>	<b>4,698,661</b>	<b>4,792,902</b>	<b>8,180,021</b>	<b>3,481,360</b>	<b>74.1%</b>
Personnel Services	406,580	405,047	479,317	440,636	515,932	36,615	7.6%
Materials & Services	207,011	241,980	280,684	410,301	712,884	432,200	154.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	53,883	50,302	54,685	54,685	63,600	8,915	16.3%
Capital Outlay	473	834,391	1,071,000	1,270,434	4,595,000	3,524,000	329.0%
<b>Operating Expenditure</b>	<b>667,947</b>	<b>1,531,720</b>	<b>1,885,686</b>	<b>2,176,056</b>	<b>5,887,416</b>	<b>4,001,730</b>	<b>212.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,000	-	5,000	-	0%
Interfund Transfers	-	670,000	320,000	320,000	300,000	(20,000)	-6.3%
Reserve for Future Expenditures	-	-	2,365,772	-	1,858,363	(507,409)	-21.4%
Contingency	-	-	122,203	-	129,242	7,039	5.8%
<b>Total Exp - Including Special Categories</b>	<b>667,947</b>	<b>2,201,720</b>	<b>4,698,661</b>	<b>2,496,056</b>	<b>8,180,021</b>	<b>3,481,360</b>	<b>74.1%</b>
<b>General Fund Support (if applicable)</b>	<b>90,000</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	2.76	2.76	2.76	2.76	3.26	0.50	18.1%
Full Time Equiv Pos (FTE) Filled at Yr End	2.76	2.76	-	2.76	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

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

The Dump Stoppers program has been in operation since 2003. Funding for the program has primarily come from the United States Forest Service and Bureau of Land Management Title II grants as part of the Secure Rural Schools payments to counties along with United States Forest Service Retained Receipts funding, which has helped transform the upper Clackamas, Molalla and Sandy watersheds for citizens to enjoy cleaner, healthier and safer forest recreation experiences. Uncertainty continues regarding the funding of the Dump Stoppers program, however, this year \$50,000 in grant funds were received from the USFS Retained Receipts. The Office of Sustainability program in the Department of Transportation and Development will be providing \$75,000 in matching funds to support the Dump Stopper program.

BCS/County Forest 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 support County Park operations and also contributes to capital reserves for the repair and replacement of capital assets. The Board of County Commissioners on February 6, 2018 approved an expansion of the County Forest Strategic Acquisition Program which will allow for the purchase of up to 2,500 acres of additional forestland. This will result in increased revenue generation for County Parks and meet climate change goals for carbon sequestration and carbon credit capture. The cost of acquisition to expand the timber program by 2,500 acres is estimated at \$4 million dollars with the qualifying criteria that the acquired timberlands will produce positive cash flow for bond/debt payment requirements and preserve capital reserves for reducing an estimated \$3 million dollars of deferred maintenance needs in County Parks.




Property Disposition

Performance Narrative Statement

The Property Disposition Program proposes a budget of \$1,866,844, a continuation of the current funding level. These resources will result in a reduction of 11% in tax foreclosed properties in the "Held for Resale" inventory. Reaching this target will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	(9%)	(20%)	(5%)	18%	(11%)
Demand / Output	Number of "Held for Resale" properties in inventory at the beginning of the period / Net change in number of "Held for Resale" properties	54 beginning inventory / -5 net change	49 beginning inventory / -10 net change	44 beginning inventory / -2 net change	39 beginning inventory / 7 net change	46 beginning inventory / -5 net change

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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

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



Property Disposition

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>89,591</b>	<b>1,436,659</b>	<b>1,695,543</b>	<b>1,695,543</b>	<b>1,445,483</b>	<b>(250,060)</b>	<b>-14.7%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,568,560	509,788	672,711	404,689	421,361	(251,350)	-37.4%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	11,082	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,579,642</b>	<b>509,788</b>	<b>672,711</b>	<b>404,689</b>	<b>421,361</b>	<b>(251,350)</b>	<b>-37.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,669,233</b>	<b>1,946,447</b>	<b>2,368,254</b>	<b>2,100,232</b>	<b>1,866,844</b>	<b>(501,410)</b>	<b>-21.2%</b>
Personnel Services	124,341	140,616	180,009	180,009	217,535	37,526	20.8%
Materials & Services	68,500	91,602	755,293	375,625	409,168	(346,125)	-45.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	13,330	18,686	24,115	24,115	24,129	14	0.1%
Capital Outlay	26,403	-	75,000	75,000	90,000	15,000	20.0%
<b>Operating Expenditure</b>	<b>232,574</b>	<b>250,904</b>	<b>1,034,417</b>	<b>654,749</b>	<b>740,832</b>	<b>(293,585)</b>	<b>-28.4%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	250,000	250,000	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	1,240,987	-	778,465	(462,522)	-37.3%
Contingency	-	-	92,850	-	97,547	4,697	5.1%
<b>Total Exp - Including Special Categories</b>	<b>232,574</b>	<b>250,904</b>	<b>2,368,254</b>	<b>654,749</b>	<b>1,866,844</b>	<b>(501,410)</b>	<b>-21.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	1.20	1.20	1.20	1.20	1.40	0.20	16.7%
Full Time Equiv Pos (FTE) Filled at Yr End	1.20	1.20	-	1.20	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes


Exposure to unknown hazardous property conditions can create a significant risk and financial liability to *Property Disposition*. As the division does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax foreclosed properties.



**Performance Narrative Statement**

The Tax Title Land Program proposes a budget of \$621,361, a continuation of the current funding level. Resources received from auction proceeds and other property sales provide an administration fee to the Property Disposition Program to reimburse costs related to the management of tax foreclosed properties in Clackamas County. Reimbursing the program management costs will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

**Key Performance Measures**

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	(9%)	(20%)	(5%)	18%	(11%)
Demand / Output	Number of "Held for Resale" properties in inventory at the beginning of the period / Net change in number of "Held for Resale" properties	54 beginning inventory / -5 net change	49 beginning inventory / -10 net change	44 beginning inventory / -2 net change	39 beginning inventory / 7 net change	46 beginning inventory / -5 net change
Demand	Number of "Held" tax foreclosed properties in inventory	121	135	135	131	125

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

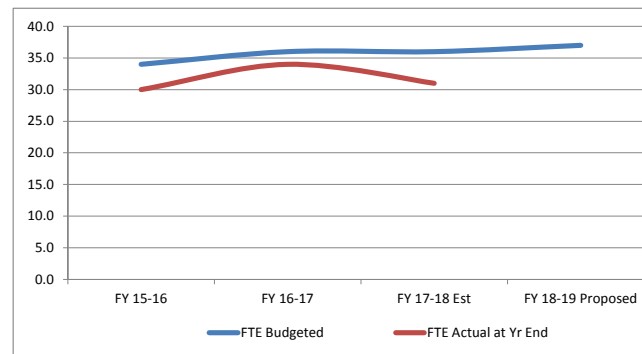
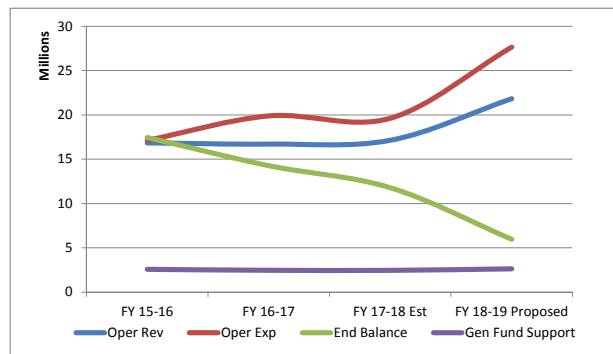
	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>330,422</b>	<b>2,948</b>	<b>83,328</b>	<b>83,328</b>	<b>-</b>	<b>(83,328)</b>	<b>-100.0%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Miscellaneous Revenue	4,889	10,659	750	9,400	9,400	8,650	1153.3%
Other Financing Sources	986,196	592,010	793,633	511,961	611,961	(181,672)	-22.9%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>991,085</b>	<b>602,669</b>	<b>794,383</b>	<b>521,361</b>	<b>621,361</b>	<b>(173,022)</b>	<b>-21.8%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,321,507</b>	<b>605,617</b>	<b>877,711</b>	<b>604,689</b>	<b>621,361</b>	<b>(256,350)</b>	<b>-29.2%</b>
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	1,318,560	509,788	672,711	404,689	421,361	(251,350)	-37.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,318,560</b>	<b>509,788</b>	<b>672,711</b>	<b>404,689</b>	<b>421,361</b>	<b>(251,350)</b>	<b>-37.4%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	12,501	205,000	200,000	200,000	(5,000)	-2.4%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,318,560</b>	<b>522,289</b>	<b>877,711</b>	<b>604,689</b>	<b>621,361</b>	<b>(256,350)</b>	<b>-29.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

#### Significant Issues and Changes

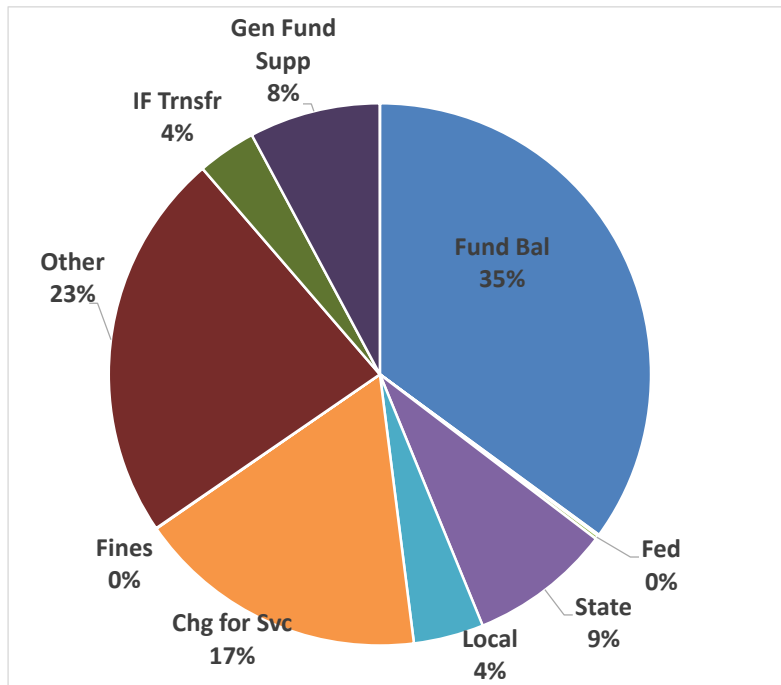
Exposure to unknown hazardous property conditions can create a significant risk and financial liability to *Property Resources*. As the division does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax foreclosed properties.

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

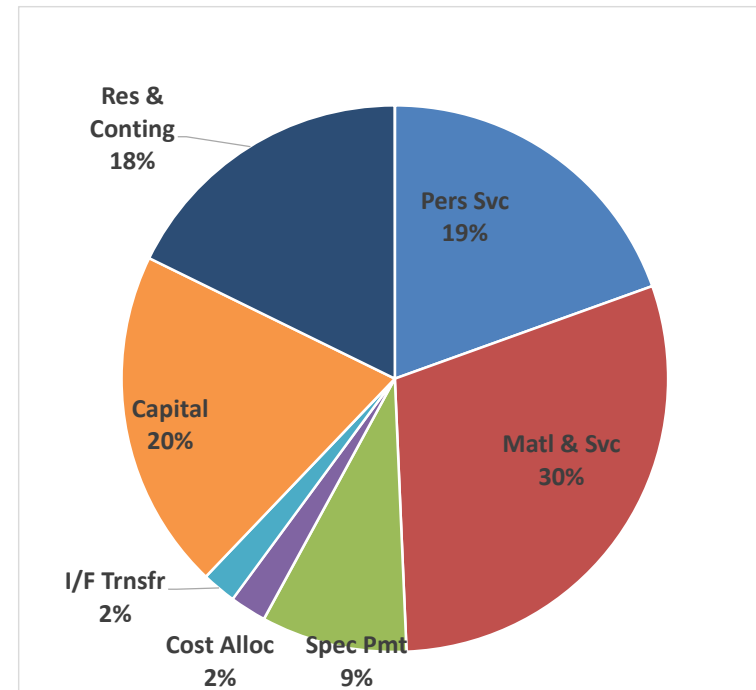
	FY 15-16	FY 16-17	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>17,742,097</b>	<b>17,455,278</b>	<b>13,837,973</b>	<b>14,272,884</b>	<b>11,788,434</b>	<b>-2,049,539</b>	<b>-14.8%</b>
Prior Year Revenue	0	3,380	0	821	0	0	0.0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	27,487	2,204	10,000	29,172	29,172	19,172	191.7%
Federal Grants & Revenues	99,263	83,785	249,494	127,184	71,350	-178,144	0.0%
State Grants & Revenues	2,593,962	3,120,353	3,082,772	2,654,752	2,845,432	-237,340	-7.7%
Local Grants & Revenues	754,500	1,080,611	1,259,070	1,245,000	1,399,670	140,600	11.2%
Charges for Service	6,755,252	5,396,914	6,013,994	5,585,379	5,849,879	-164,115	0.0%
Fines & Penalties	15,265	13,167	13,000	11,500	11,400	-1,600	-12.3%
Other Revenues	3,335,008	3,125,158	4,216,067	3,873,718	7,821,989	3,605,922	85.5%
Interfund Transfers	3,265,745	3,883,968	3,610,835	3,610,835	3,806,303	195,468	5.4%
<b>Operating Revenue</b>	<b>16,846,482</b>	<b>16,709,540</b>	<b>18,455,232</b>	<b>17,138,361</b>	<b>21,835,195</b>	<b>3,379,963</b>	<b>18.3%</b>
% Change	NA	-0.8%	10.4%	2.6%	27.4%		
Personnel Services	4,663,775	5,003,116	6,185,630	5,646,008	6,562,884	377,254	6.1%
Materials & Services	7,927,100	8,763,686	11,137,713	8,686,279	10,018,465	-1,119,248	-10.0%
Special Payments	2,947,524	2,041,382	3,355,000	1,389,779	2,900,000	-455,000	-13.6%
Cost Allocation Charges	549,755	606,429	677,992	677,992	725,921	47,929	7.1%
Debt Service	0	0	0	0	0	0	0%
Interfund Transfers	313,000	1,033,000	683,000	683,000	687,500	4,500	0.7%
Capital Outlay	732,149	2,444,323	3,210,583	2,539,753	6,765,244	2,895,697	110.7%
<b>Operating Expenditure</b>	<b>17,133,303</b>	<b>19,891,936</b>	<b>25,249,918</b>	<b>19,622,811</b>	<b>27,660,014</b>	<b>2,410,096</b>	<b>9.5%</b>
% Change	NA	16.1%	26.9%	-1.4%	41.0%		
Reserve for Future Expenditures	0	0	5,395,549	0	4,633,044	-762,505	-14.1%
Contingency	0	0	1,647,738	0	1,330,571	-317,167	-19.2%
<b>Total Expenditure</b>	<b>17,133,303</b>	<b>19,891,936</b>	<b>32,293,205</b>	<b>19,622,811</b>	<b>33,623,629</b>	<b>1,330,424</b>	<b>4.1%</b>
<b>Ending Balance (if applicable)</b> (includes Reserve & Contingency)	<b>17,455,276</b>	<b>14,272,882</b>	<b>7,043,287</b>	<b>11,788,434</b>	<b>5,963,615</b>	<b>-1,079,672</b>	<b>-15.3%</b>
<b>General Fund Support (if applicable)</b>	<b>2,571,685</b>	<b>2,464,578</b>	<b>2,457,005</b>	<b>2,457,005</b>	<b>2,628,933</b>	<b>171,928</b>	<b>7.0%</b>
Full Time Equiv Positions (FTE) Budgeted	34.0	36.0	36.0		37.0	1.0	2.8%
Full Time Equiv Positions (FTE) Filled at Yr End	30.0	34.0		31.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	4.0	2.0		5.0			



**Business & Community Services Combined Funds  
FY 18-19 Proposed Budget**



**Resources**



**Requirements**