



## OUR CORE VALUES

# SPIRIT

### SERVICE

*In all our actions we...*

Advance the needs of the community and the individuals we serve

Are committed to finding positive solutions for our customers

Respond to customers promptly in all matters, especially when it is hard to do so

Are mindful of our duty to provide our best efforts every day

### PROFESSIONALISM

*In all our actions we...*

Are the face of Clackamas County

Develop and apply our knowledge and skills to continually improve our performance

Conduct the public's business with consistency and excellence

### INTEGRITY

*In all our actions we...*

Are sincere and trustworthy

Acknowledge and learn from our mistakes

Demonstrate fairness in interactions with others

### RESPECT

*In all our actions we...*

Accept personal differences and value others' perspectives

Communicate in a positive and courteous manner

First listen to understand, then seek to be understood

### INDIVIDUAL ACCOUNTABILITY

*In all our actions we...*

Accept and demonstrate personal responsibility at all times

Do what we say we are going to do

Are prudent with the use of public funds and resources

### TRUST

*In all our actions we...*

Remain approachable and objective

Declare our intentions

Address issues honestly and directly

Right our wrongs in good faith

## County Administration & Board of County Commissioners

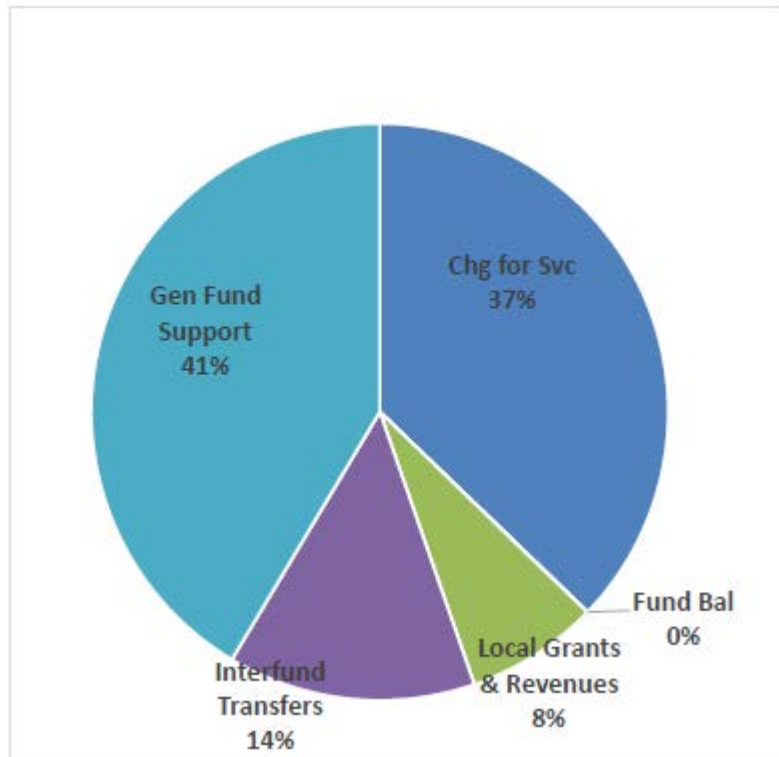
2020-2021 BUDGET PRESENTATION



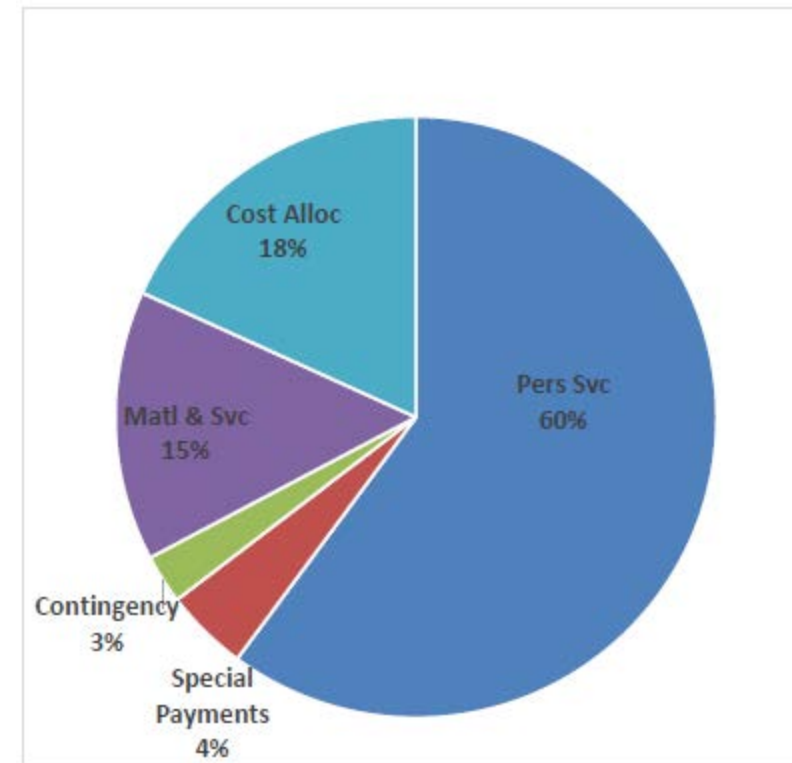
# County Administration

## 2020/21 Revenue and Expenses

### Revenue



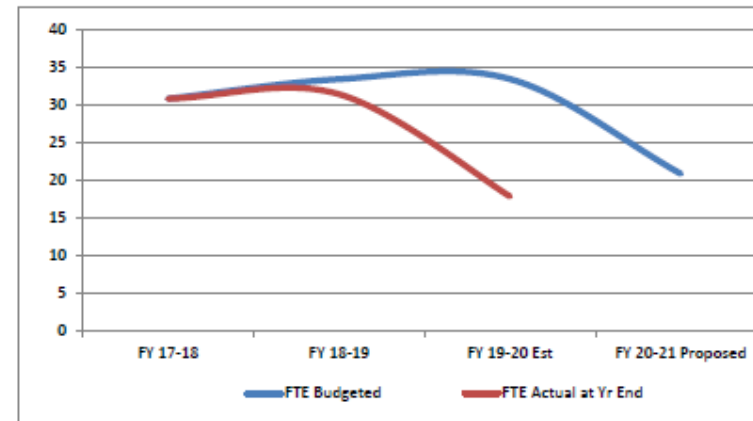
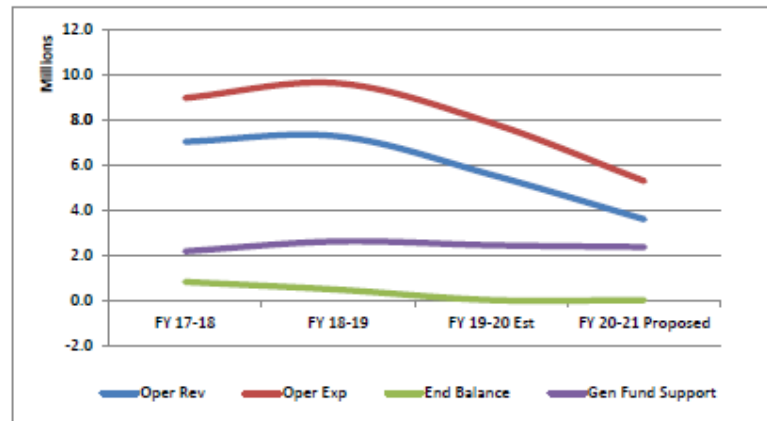
### Expenditures



# County Administration

## Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	884,642	808,542	783,617	461,493	461,493	882	-460,611	-99.8%
Local Grants & Revenues	518,308	479,583	419,042	419,042	424,340	424,340	5,298	1.3%
Charges for Service	2,094,010	2,077,825	2,114,351	2,114,351	2,114,351	2,114,351	0	0%
Other Revenues	44,082	66,602	9,500	9,500	47,810	0	-9,500	-100.0%
Interfund Transfers	4,369,469	4,640,387	5,049,498	5,049,498	2,973,943	1,043,846	-4,005,652	-79.3%
<b>Operating Revenue</b>	<b>7,025,869</b>	<b>7,264,397</b>	<b>7,592,391</b>	<b>7,592,391</b>	<b>5,560,444</b>	<b>3,582,537</b>	<b>-4,009,854</b>	<b>-52.8%</b>
% Change	NA	3.4%	4.5%	4.5%	-23.5%	-52.8%		
Personnel Services	4,186,656	4,833,370	5,244,753	5,244,753	4,746,639	3,418,193	-1,826,560	-34.8%
Materials & Services	3,760,978	3,782,575	3,749,482	3,427,358	2,074,295	825,850	-2,601,508	-75.9%
Cost Allocation Charges	1,019,500	1,001,000	1,035,438	1,035,438	1,035,438	1,034,861	-577	-0.1%
Capital Outlay	0	0	0	0	0	0	0	0%
<b>Operating Expenditure</b>	<b>8,967,134</b>	<b>9,616,945</b>	<b>10,029,673</b>	<b>9,707,549</b>	<b>7,856,372</b>	<b>5,278,904</b>	<b>-4,428,645</b>	<b>-45.6%</b>
% Change	NA	7.2%	4.3%	0.9%	-19.1%	-32.8%		
Special Payments	0	299,359	299,360	299,360	299,359	254,455	-44,905	-15.0%
Reserve for Future Expenditures	0	0	0	0	0	0	0	0%
Contingency	0	0	450,000	450,000	0	150,000	-300,000	-66.7%
<b>Total Expenditure</b>	<b>8,967,134</b>	<b>9,916,304</b>	<b>10,779,033</b>	<b>10,456,909</b>	<b>8,155,731</b>	<b>5,683,359</b>	<b>-4,728,645</b>	<b>-45.6%</b>
<b>Ending Balance (if applicable)</b> (includes Reserve & Contingency)	<b>808,542</b>	<b>461,493</b>	<b>0</b>	<b>0</b>	<b>882</b>	<b>0</b>		<b>0%</b>
<b>General Fund Support (if applicable)</b>	<b>2,164,524</b>	<b>2,604,217</b>	<b>2,702,384</b>	<b>2,702,384</b>	<b>2,434,035</b>	<b>2,354,395</b>	<b>-347,989</b>	<b>-12.9%</b>
Full Time Equiv Positions (FTE) Budgeted	30.8	33.4	33.4	33.4	33.4	20.8	-12.6	-37.7%
Full Time Equiv Positions (FTE) Filled at Yr End	30.8	31.4			17.8			
Full Time Equiv Positions (FTE) Vacant at Yr End	0.0	2.0			15.6			



<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21	FY 20/21
<i>Program</i>	FTE	General Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
County Administration				
Performance Clackamas	1.00	158,646	158,646	15,846
Office of the County Administrator	10.80	1,782,792	1,782,792	59,096
Equity, Diversity & Inclusion	2.00	449,752	449,752	59,096
Board of County Commissioners				
Board of County Commissioners	5.00	1,965,900	1,965,900	1,965,900
Tourism & Cultural Affairs				
Tourism	1.25	647,473	647,473	
RCTP & Mt Hood Gorge Region	0.75	424,340	424,340	
Clackamas County Arts Alliance		254,455	254,455	254,455
<b>TOTAL</b>	<b>20.80</b>	<b>5,683,359</b>	<b>5,683,359</b>	<b>2,354,394</b>
<i>FY 19/20 Budget</i>	33.42	9,930,806	10,456,909	2,702,384
<i>\$ Increase (Decrease)</i>	(12.62)	(4,247,447)	(4,773,550)	(347,990)
<i>% Increase (Decrease)</i>	-37.76%	-42.77%	-45.65%	-12.88%

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

# County Administration

## Performance Clackamas Strategic Results

BCC Priority	Measure These Measures are new to this budget	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
	County Administration revised and updated our departmental strategic plan, including all new and different performance measures. These will be tracked beginning July 1, 2020.	N/A	N/A	N/A	N/A
Build Public Trust through Good Govern- ment	By 2021, 100% of the County Budget will be tied to measurable results and outcomes	N/A	N/A	N/A	100%
	By 2024, 75% of Clackamas County's Strategic Results will be achieved, including annual targets in the Strategic Plan	N/A	N/A	N/A	50%
					5



- Updated the Clackamas County Performance Clackamas plan, including the creation of 12 implementation teams for each of the Board's 12 performance measures.
- In the face of COVID-19, mobilized remote County operations to continue serving the public and conducting all BCC meetings via Zoom technology to continue robust public engagement.
- Created the Office of Equity and Inclusion to better support employees and the public with equity, diversity and inclusion values and priorities
- Initiated several systems and process improvements including coordination of all county policies, regular internal service department customer surveys and budget process efficiencies.

# County Administration

## Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
\$110,295	Eliminating two Assistant County Administrator positions and replacing them with two FTE to support the new Office of Equity and Inclusion	None
\$71,874	Eliminating vacant Administrative Board Assistant 1 part time position	None
\$10,000	Decreasing the BCC Travel Budget	None
\$120,304	Holding the refill of the vacant Deputy County Administrator position until January 2021 for cost savings	None

### Other Issues

Description	Service Level Impact, including citizens & staff
Created the Office of Equity and Inclusion	Equity, diversity and inclusion (EDI) is a top priority and core value of Clackamas County. This new office will provide leadership, strategic counsel and direct support to employees and the community on all issues related to EDI.
Transferred of 1 FTE from Technology Services to County Administration.	Transferred a System Projects Analyst to lead the systems data and analytics for Performance Clackamas for all County Departments.

# County Administration

## Significant Changes from 2019/20

Description	Service Level Impact, including citizens & staff
<p>Reduction of Tourism and Cultural Affairs Department to a program within County Administration due to drastic reduction in Transient Room Tax (TRT) receipts.</p>	<p>13 employees (11 full –time &amp; 2 part-time) were laid off effective May 4, 2020. 2 vacant positions were eliminated. 2 FTE have been retained (the Department Director will be the program manager, and 1 FTE administrative position). Once the economy rebounds and TRT receipts increase, Tourism and Cultural Affairs will be increased back to a Department.</p>





Questions?



## County Commission (BCC), County Administration & Tourism

### Department Mission

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

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

This is the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and is delivered by Clackamas County Tourism & Cultural Affairs (CCTCA). The Tourism Development Fund was established in accordance with the Transient Room Tax Ordinance (TRT). The ordinance specifies that, after an allotment to the Clackamas County Fair and a 2% administrative fee taken by the Finance Department are transferred out, "The balance shall be placed with the County Treasurer for deposit until transferred to the TDC monthly to pay expenditures authorized." This fund has become the repository for those transfers from the Transient Room Tax Fund. The remaining Tourism revenue is interest, miscellaneous fees and sales, reimbursements, and monies carried forward from the prior fiscal year.

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

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

### County Commission (BCC), County Administration & Tourism

Chair Jim Bernard, Commissioners Sonya Fischer, Ken Humberston, Paul Savas, Martha Schrader  
Gary Schmidt, County Administrator and Samara Phelps

FTE 20.80

Total Request \$ 5,683,359

General Fund Support \$ 2,354,394

<b>County Administration</b> Gary Schmidt FTE 13.42 Total Request \$2,467,355 <b>Gen Fund \$ 134,039</b>	<b>Board of County Commissioners</b> Chair Bernard FTE 5.00 Total Request \$1,965,900 <b>Gen Fund \$ 1,965,900</b>	<b>Tourism &amp; Cultural Affairs</b> Samara Phelps FTE 2 TDC Proposed \$1,326,268 <b>Gen Fund \$ 254,455</b>
<b>Performance Clackamas</b>  FTE 1 Total Request \$158,646 <b>Gen Fund \$ 15,846</b>	<b>Board of County Commissioners</b> Chair Bernard FTE 5.00 Total Request \$1,965,900 <b>Gen Fund \$ 1,965,900</b>	<b>Tourism &amp; Cultural Affairs</b> Samara Phelps FTE 1.25 TDC Proposed \$647,473 <b>Gen Fund \$ -</b>
<b>Office of the County Administrator</b>  FTE 10.80 Total Request \$1,782,792 <b>Gen Fund \$ 59,096</b>		<b>RCTP &amp; Mt Hood Gorge Region</b> Samara Phelps FTE .75 Total Proposed \$424,340 <b>Gen Fund \$ -</b>
<b>Equity, Diversity, &amp; Inclusion</b>  FTE 2 Total Request \$449,752 <b>Gen Fund \$ 59,096</b>		<b>Clackamas County Arts Alliance</b> Vacant FTE Total Proposed \$254,455 <b>Gen Fund \$ 254,455</b>



## County Administration

### Performance Clackamas

#### Purpose Statement

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

#### Performance Narrative Statement

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

#### Key Performance Measures

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

Program includes:

Mandated Services

Shared Services

Grant Funding



## County Administration

### Performance Clackamas

#### Budget Summary

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

#### Significant Issues and Changes

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



# County Administration

## Office of the County Administrator

### Purpose Statement

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

### Performance Narrative Statement

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

### Key Performance Measures

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

Program includes:

Mandated Services

Shared Services

Grant Funding

### Explanation of mandated services:

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



## County Administration

### Office of the County Administrator

#### Budget Summary

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

#### Significant Issues and Changes

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





# County Administration

## Equity, Diversity & Inclusion





### Purpose Statement

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

### Performance Narrative Statement

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

### Key Performance Measures

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

Program includes:

Mandated Services

Shared Services

Grant Funding

### Explanation of mandated services:

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



## County Administration

### Equity, Diversity & Inclusion

#### Budget Summary

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

#### Significant Issues and Changes

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



## County Commissioners (BCC)

### Board of County Commissioners


#### Purpose Statement

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

#### Performance Narrative Statement

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

#### Key Performance Measures

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

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

#### Explanation of mandated services:

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



## County Commissioners (BCC)

### Board of County Commissioners

#### Budget Summary

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

#### Significant Issues and Changes

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



## Tourism & Cultural Affairs

### Tourism & Cultural Affairs Program

#### Purpose Statement

##### MISSION-

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

##### VISION-

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

##### GUIDING PRINCIPLES-

Leader in County and Regional Tourism Efforts

Support Sustainable Tourism Practices

Conduct Effective Marketing and Development of County Tourism Assets and Opportunities

Focus on the Three Pillars of Clackamas County Tourism:

Outdoor Recreation

Agritourism

Cultural/Heritage Tourism

Effective and Efficient Use of Public Resources

Build and Strengthen Public and Private Partnerships

#### Performance Narrative Statement

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

#### Key Performance Measures

	FY 18-19 Actuals	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$4.7M	\$4.8M	\$2.45M	1.17M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$535.5M	***	***	***
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.				

Program includes:

Mandated Service

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



## Tourism & Cultural Affairs Program

### Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Adopted	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>884,642</b>	<b>808,542</b>	<b>461,493</b>	<b>461,493</b>	<b>882</b>	<b>(460,611)</b>	<b>-99.8%</b>
Other Revenues	43,976	66,530	9,500	47,810	-	(9,500)	-100.0%
Interfund Transfers	4,070,110	4,341,028	4,750,139	2,674,584	646,591	(4,103,548)	-86.4%
<b>Operating Revenue</b>	<b>4,114,086</b>	<b>4,407,558</b>	<b>4,759,639</b>	<b>2,722,394</b>	<b>646,591</b>	<b>(4,113,048)</b>	<b>-86.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>4,998,728</b>	<b>5,216,100</b>	<b>5,221,132</b>	<b>3,183,887</b>	<b>647,473</b>	<b>(4,573,659)</b>	<b>-87.6%</b>
Personnel Services	1,425,666	1,630,526	1,831,202	1,542,147	216,870	(1,614,332)	-88.2%
Materials & Services	2,894,003	3,011,419	2,588,622	1,293,256	26,148	(2,562,474)	-99.0%
<b>Operating Expenditure</b>	<b>4,319,669</b>	<b>4,641,945</b>	<b>4,419,824</b>	<b>2,835,403</b>	<b>243,018</b>	<b>(4,176,806)</b>	<b>-94.5%</b>
Special Payments	-	299,359	299,359	299,359	254,455	(44,904)	-15.0%
Contingency	-	-	450,000	-	150,000	(300,000)	-66.7%
<b>Total Exp - Including Special Categories</b>	<b>4,319,669</b>	<b>4,941,304</b>	<b>5,169,183</b>	<b>3,134,762</b>	<b>647,473</b>	<b>(4,521,710)</b>	<b>-87.5%</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	-	14.00	13.25	13.25	1.25	(12.00)	-90.57%
Full Time Equiv Pos (FTE) Filled at Yr End	-	14.00	13.25	11.25			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	2.00			

### Significant Issues and Changes

A review of our forecasts in FY19-20 revealed overprojections in prior years. The FY19-20 budget was adapted based on revised forecasts. FY20-21 reflects projected impacts of COVID-19 pandemic.





## Tourism & Cultural Affairs

### Portland & Mt. Hood/Gorge RCTP

#### Purpose Statement

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

#### Performance Narrative

Travel Oregon's Regional Cooperative Tourism Program (RCTP) funds are generated through the statewide 1.8% TLT. Tourism receives a portion of those funds as pass through to support the regional efforts for the Mt. Hood/Gorge region and provide program support within our geographic boundaries of the Portland region. One FTE has staffing offset costs from the RCTP funds to deliver the Portland Region program work for PR and international sales efforts. Additionally, \$24,042 is available for supporting PR media efforts, and marketing or development programs. .75 FTE has staffing offset costs serving as the Mt. Hood/Gorge RDMO regional program coordinator, in addition to \$213,792 available for project and tactical implementation as administered and approved by Travel Oregon.

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

#### Key Performance Measures

	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Quarterly reviews with Travel Oregon program staff	4	4	2	4
Annual reports to be completed by the RDMO	1	1	0	1
Biennial regional stakeholder feedback via Travel Oregon's Industry Survey	1	1	0	1

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End Budget	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Local Grants & Revenues	518,308	479,583	419,042	424,340	424,340	5,298	1.3%
<b>Operating Revenue</b>	<b>518,308</b>	<b>479,583</b>	<b>419,042</b>	<b>424,340</b>	<b>424,340</b>	<b>5,298</b>	<b>1.3%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>518,308</b>	<b>479,583</b>	<b>419,042</b>	<b>424,340</b>	<b>424,340</b>	<b>5,298</b>	<b>1.3%</b>
Personnel Services	-	87,649	142,150	183,645	92,000	(50,150)	-35.3%
Materials & Services	388,825	205,237	328,840	288,938	332,340	3,500	1.1%
<b>Operating Expenditure</b>	<b>388,825</b>	<b>292,886</b>	<b>470,990</b>	<b>472,583</b>	<b>424,340</b>	<b>(46,650)</b>	<b>-9.9%</b>
<b>Total Exp - Including Special Categories</b>	<b>388,825</b>	<b>292,886</b>	<b>470,990</b>	<b>472,583</b>	<b>424,340</b>	<b>(46,650)</b>	<b>-9.9%</b>
<b>General Fund Support (if applicable)</b>	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	1.75	1.75	1.75	0.75	(1.00)	-57.1%
Full Time Equiv Pos (FTE) Filled at Yr End	-	1.75		1.75			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

FY18-19 included additional funds associated with closing the biennium.



## Tourism & Cultural Affairs

### Clackamas County Arts Alliance

#### Purpose Statement

CCAA is the chief resource here in Oregon's 3rd-largest county for 5 arts commissions, 6 guilds, 12 libraries, 35 museums and hundreds of artists, writers, performers, creative entrepreneurs, businesses, and educators. We're an information hub for arts patrons and supporters through our Pamplin Media partnership, the State of Oregon entrusts us to act as fiscal agents for the Cultural Trust funds dedicated to Clackamas County and we oversee the grant-making process. We partner with social service agencies such as Clackamas County Behavioral Health for our suicide awareness and prevention program, Ask the Question, and with the Juvenile Department and Parrott Creek for our at-risk youth programs, Stories for Change and the Inter/View Project using the arts as a tool for creativity as a positive outlet and viable coping mechanism. We build relationships with elected officials and business leaders, giving evidence for arts' economic impact, and tools to revitalize downtowns and rural areas with arts industry jobs and cultural tourism. We lead funding advocacy with decision-makers to increase opportunity. We bring people from all ages and demographics across the County together in a wide variety of ways with arts as the pivot.

#### Performance Narrative

For 25 years, the ARTS ALLIANCE (CCAA) has been the County's vehicle for delivering arts and culture programs to meet the needs of communities, residents, and visitors. County General Fund (GF) dollars partially support CCAA's training and capacity-building work for businesses, organizations, and entrepreneurs; public art exhibitions throughout the County; our robust arts education program in regional schools and social service organizations; and an award-winning arts diversion program operated with the County's Juvenile Department. GF dollars also support highly successful marketing efforts, giving CCAA the ability to reach more residents, serve more youth and grow private-sector contributions. Numbers in all these areas rose, due in part to GF fund leverage.

For 23 years, the REGIONAL ARTS & CULTURE COUNCIL (RACC) has provided stabilizing project grants to County arts organizations and arts programming through Right Brain initiative, an innovative arts education program.

Over the past 14 years CCAA funded 262 projects and secured \$419,939 in private-sector money for local arts and heritage by managing local distribution of Oregon Cultural Trust funds. County GF support helps cover associated administrative costs. Without CCAA in this role, a significant funding gap would exist and many opportunities would be lost.

As we learned in the recent Arts & Economic Prosperity study, the County nonprofit arts and culture industry delivered \$15 million in economic impact in 2015, including audience spending, jobs, supplies and services. It generates government revenue and is a tourism cornerstone, in particular as County population continues to grow.

#### Key Performance Measures

	FY 17-18 Actual	FY 18-19 Target	Projected Performance	FY 19-20 Target	FY 20-21 Target
CCAA provides training, information, and direct assistance to a minimum of 1,000 cultural organizations and individuals.	2711	2720	2735	2750	2755
CCAA ensures that Youth Arts for Change programming reaches a minimum of 250 youth and community members in its programs, exhibits and performances	575	650	672	725	690
CCAA provides exhibition and gallery training opportunities in 19 gallery venues for a minimum of 175 local artists	206	190	192	195	195
RACC annually awards a minimum of \$64,000 in grants to artists and arts organizations for professional development, project support and general operating support	10	10	18	10	25
RACC's arts integration program, The Right Brain Initiative, provides arts-rich learning experiences for K-5 students in 16 Clackamas County Schools (North Clackamas and Oregon Trail School Districts)	5715	5800	5920	6424	6500

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End Budget	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Interfund Transfers	299,359	299,359	299,359	299,359	254,455	(44,904)	-15.0%
<b>Operating Revenue</b>	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	<b>254,455</b>	<b>(44,904)</b>	<b>-15.0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	<b>254,455</b>	<b>(44,904)</b>	<b>-15.0%</b>
Personnel Services	106,285	106,285	106,285	106,285	98,314	(7,971)	-7.5%
Materials & Services	193,074	193,074	193,074	193,074	156,141	(36,933)	-19.1%
<b>Operating Expenditure</b>	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	<b>254,455</b>	<b>(44,904)</b>	<b>-15.0%</b>
<b>Total Exp - Including Special Categories</b>	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	<b>254,455</b>	<b>(44,904)</b>	<b>-15.0%</b>
<b>General Fund Support (if applicable)</b>	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	<b>254,455</b>	<b>(44,904)</b>	<b>-15.0%</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