



CLACKAMAS COUNTY, OREGON PROPOSED BUDGET

FY 2023-2024



GARY SCHMIDT, County Administrator & Budget Officer
ELIZABETH COMFORT, Finance Director
SANDRA MONTOYA, Budget Manager

Budget Message Fiscal Year 2023-2024

TO: Honorable Board of County Commissioners (BCC),
Budget Committee Members for Clackamas County, Oregon, and
Clackamas County Residents

Stewardship of public funds is a critical component of *Building Trust in Government* and is the foundation for the County’s work. The Clackamas County FY23-24 Proposed Budget is \$1,266,824,393 which reflects a continued commitment to provide the public with a budget that is balanced, sustainable, and structurally sound.

Service Districts

In addition to the funding above, the BCC oversees eight service districts, each of whom prepare a budget to be adopted by the BCC. For more information on the districts/agencies visit <https://www.clackamas.us/budget>.

☐	Water Environment Services	\$288,905,817
☐	The Development Agency	\$44,136,799
☐	North Clackamas Parks & Rec. District	\$57,528,303
☐	Library Service District of Clack. County	\$23,140,234
☐	Extension and 4-H Service District	\$14,112,341
☐	Enhanced Law Enforcement District	\$8,888,752
☐	Street Lighting District	\$4,941,900
☐	Housing Authority of Clackamas County	\$87,032,701
		\$528,686,847

All Clackamas Budget

The total amount overseen by the County is \$1,795,511,240 which includes the Service Districts/Agencies of \$528,686,847 and the proposed Clackamas County budget of \$1,266,824,093.

Budget Committee

BCC Members

Tootie Smith, Chair
Paul Savas
Martha Schrader
Mark Shull
Ben West

Public Members

James Karn
Jan Lee
Wilda Parks
James Rhodes
Kenneth Sernach

Staff

Gary Schmidt
Elizabeth Comfort
Sandra Montoya
Blaze Riggins
Priscila Montoya
Roxann Fisher & Jian Zhang

Administrator & Budget Officer
Finance Director
Budget Manager
Senior Budget Analyst
Budget Coordinator
Budget Analysts

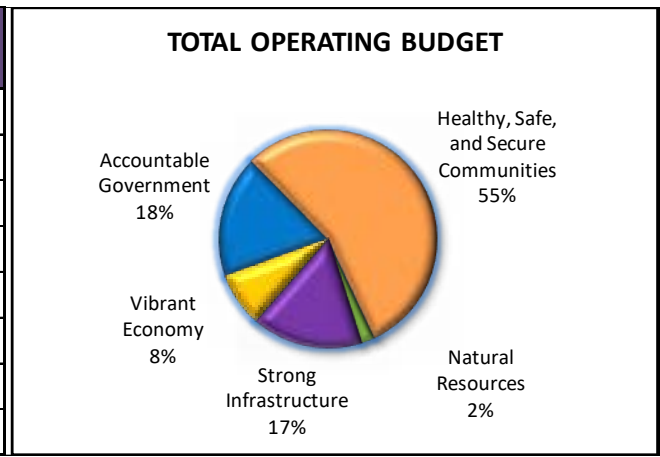
Performance Clackamas and Budget Alignment

The budget information below and on the next page is organized using the Board’s Performance Clackamas Strategic Priority Areas.

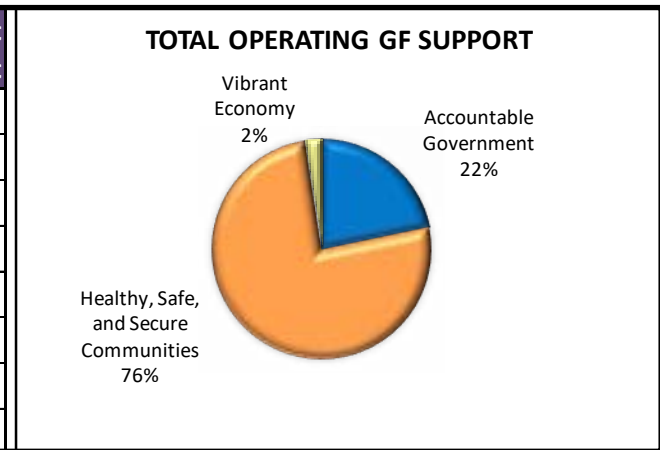


Additional information about Performance Clackamas, including Board initiatives and department metrics, can be found at <https://www.clackamas.us/performance>.

BCC Priority	Total Budget
Accountable Government	179,695,707
Healthy, Safe, and Secure Communities	544,599,996
Natural Resources	20,226,026
Strong Infrastructure	161,059,344
Vibrant Economy	78,483,642
Total Operating	984,064,715
Total Non Operating	282,759,678
Grand Total	1,266,824,393



BCC Priority	Total GF Support Budget
Accountable Government	32,229,374
Healthy, Safe, and Secure Communities	112,661,798
Honor, Utilize, & Invest in our Natural Resources	-
Strong Infrastructure	-
Vibrant Economy	3,574,366
Total Operating	148,465,538
Total Non Operating	5,062,980
Grand Total	153,528,518



Total funds include all sources of funding – federal, state, fees, local, and property taxes. General Fund Support (GFS) includes property taxes (\$155.9 million) and shared revenue (\$4.7 million). Non-operating includes pass through and debt payments.

Distribution of Funds

The chart below displays the department primary alignment to each Strategic Priority. Note that some departments span more than one Priority Area.

Board Strategic Priorities	Department	General Fund Support	Total Budget
Vibrant Economy	County Administration	-	12,061,560
Vibrant Economy	Health, Housing & Human Services (H3S)	600,000	2,728,292
Vibrant Economy	Misc/Pass-Through		12,061,005
Vibrant Economy	Technology Services (TS)		9,836,914
Vibrant Economy	Transportation & Development (DTD)	2,974,366	41,795,871
Vibrant Economy Total		3,574,366	78,483,642
Honor, Utilize, & Invest in our Natural Resources	Transportation & Development (DTD)	-	20,226,026
Honor, Utilize, & Invest in our Natural Resources Total		-	20,226,026
Ensure Healthy, Safe, and Secure Communities	Clackamas 911 (CCOM)	209,014	14,158,669
Ensure Healthy, Safe, and Secure Communities	Disaster Management	3,045,048	4,346,735
Ensure Healthy, Safe, and Secure Communities	District Attorney (DA)	14,789,791	18,604,119
Ensure Healthy, Safe, and Secure Communities	Health, Housing & Human Services (H3S)	9,528,617	305,962,427
Ensure Healthy, Safe, and Secure Communities	Justice Court		3,752,659
Ensure Healthy, Safe, and Secure Communities	Juvenile Department	8,832,754	11,011,348
Ensure Healthy, Safe, and Secure Communities	Law Library		558,549
Ensure Healthy, Safe, and Secure Communities	Sheriff's Office (CCSO)	74,629,146	146,100,936
Ensure Healthy, Safe, and Secure Communities	Transportation & Development (DTD)	1,627,428	40,104,554
Ensure Healthy, Safe, and Secure Communities Total		112,661,798	544,599,996
Strong Infrastructure	Misc/Pass-Through		19,699,000
Strong Infrastructure	Technology Services (TS)	-	16,893,540
Strong Infrastructure	Transportation & Development (DTD)		124,466,804
Strong Infrastructure Total		-	161,059,344
Accountable Government	Assessment & Taxation	8,679,708	10,169,709
Accountable Government	County Administration	3,983,287	8,547,370
Accountable Government	County Clerk		4,466,331
Accountable Government	County Counsel	1,953,416	3,363,415
Accountable Government	Finance & Facilities	11,592,880	46,674,650
Accountable Government	Health, Housing & Human Services (H3S)	-	794,157
Accountable Government	Human Resources (HR)	1,288,584	80,095,264
Accountable Government	Misc/Pass-Through		5,775,759
Accountable Government	Public & Government Affairs (PGA)	604,551	4,738,527
Accountable Government	Technology Services (TS)	-	3,413,257
Accountable Government	Transportation & Development (DTD)	3,126,689	10,133,312
Accountable Government	Treasurer's Office	1,000,259	1,523,956
Accountable Government Total		32,229,374	179,695,707
Not Applicable - Non Operating	Misc/Pass-Through		25,917,945
Not Applicable - Non Operating	Non Departmental for Debt Service	5,062,980	256,841,733
Not Applicable - Non Operating Total		5,062,980	282,759,678

Grand Total **153,528,518** **1,266,824,393**

FY 23-24 Proposed Budget Summary

The summary below compares Clackamas County resources and requirements in the FY22-23 Amended Budget to the FY23-24 Proposed Budget for Clackamas County. The revenues and requirements summarized in this table are derived from six County fund types: General, Special Revenue, Internal Service, Enterprise, Debt Service, and Capital Projects. All funds work together to support the County's operations and account for the intended use of the funding sources.

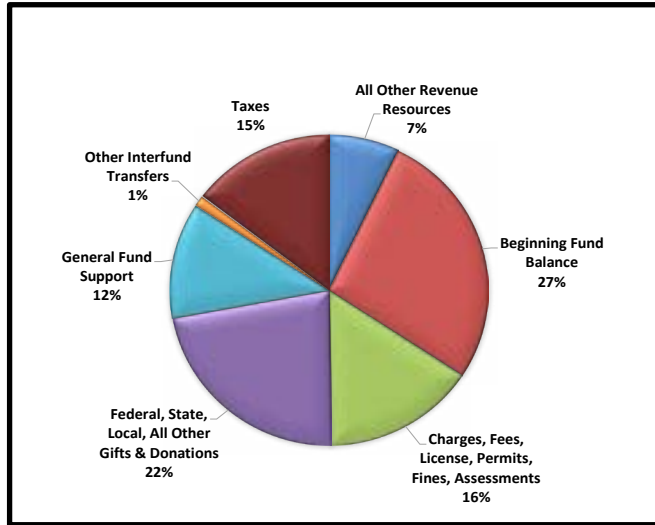
Clackamas County (Excluding District/Agencies) Resources and Requirements

		FY22-23 Amended	FY23-24 Budget	\$ Change	% Change
Resources by Category					
	Beginning Fund Balance	287,767,350	343,385,042	55,617,692	19.3%
Current Revenues					
	Taxes	178,535,982	185,073,280	6,537,298	3.7%
	Federal, State, Local, Other Donations	281,734,242	282,346,413	612,171	0.2%
	Charges/Fees/License/Permits/Fines	185,010,462	197,187,451	12,176,989	6.6%
	Revenue from Bonds & Other Debts	16,765,133	1,181,584	(15,583,549)	-93.0%
	All Other Revenue Resources	92,271,520	90,428,859	(1,842,661)	-2.0%
	Interfund Transfers	7,124,348	13,693,246	6,568,898	92.2%
	General Fund Support *	155,271,722	153,528,518	(1,743,204)	-1.1%
Subtotal Current Revenues		916,713,409	923,439,351	6,725,942	0.7%
Total Resources		1,204,480,759	1,266,824,393	62,343,634	5.2%
Requirements by Category					
	Personnel Services	372,171,597	379,828,165	7,656,568	2.1%
	Materials & Services	248,424,010	280,575,707	32,151,697	12.9%
	Capital Outlay	106,717,238	103,264,569	(3,452,669)	-3.2%
Subtotal Current Expenditures		727,312,845	763,668,441	36,355,596	5.0%
	Debt Service	15,167,511	15,044,700	(122,811)	-0.8%
	Special Payments	77,497,499	79,280,743	1,783,244	2.3%
	Interfund Transfer	19,440,744	11,669,459	(7,771,285)	-40.0%
	General Fund Support *	155,271,722	153,528,518	(1,743,204)	-1.1%
	Contingency	98,459,722	121,154,983	22,695,261	23.1%
	Reserve for Future Expenditures	96,353,008	93,134,122	(3,218,886)	-3.3%
	Unappropriated Ending Fund Balance	14,977,708	29,343,426	14,365,718	95.9%
Total Requirements		1,204,480,759	1,266,824,392	62,343,633	5.2%

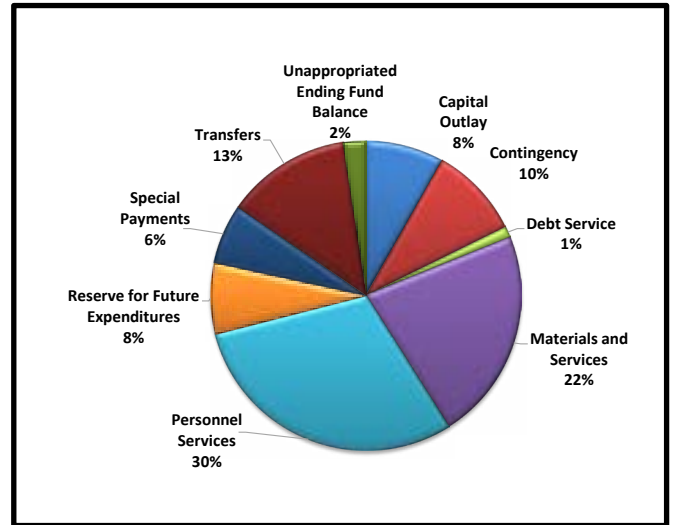
*General Fund Support reflects the receipt and distribution of tax dollars to the operating departments which results in the duplication of revenue and expenses.

Summary of Revenues and Requirements (All Funds)

Revenue Sources



Requirement Categories



County Staffing

The chart below includes all regular and limited-term FTE in departments and elected offices. The FTE is a net number and includes any proposed additional positions in non-general funded departments.

Budget Year	FY20-21 Actual	FY21-22 Actual*	FY22-23 Year to Date	FY23-24 Proposed
FTE	2,271.6	2,358.9	2,478.5	2,394.1

*FTE increases were primarily due to COVID-19 staffing and these positions will be eliminated once the dedicated funding is no longer available.

Distribution of FTE Eliminated in FY 23-24

Appointed Departments	Budget/Cost Alloc. Related			Additional Reductions*			Total FTE Reductions		
	Vacant	Filled	Total	Vacant	Filled	Total	Vacant	Filled	Total
County Administration		2.00	2.00					2.00	2.00
Finance	1.00		1.00				1.00		1.00
Facilities	1.00	0.65	1.65				1.00	0.65	1.65
Public & Government Affairs	0.50	2.00	2.50				0.50	2.00	2.50
Disaster Management		0.50	0.50	2.50	2.00	4.50	2.50	2.50	5.00
Juvenile Department	2.00		2.00	1.00		1.00	3.00		3.00
Health, Housing & Human Services	1.00	0.50	1.50	56.00	16.00	72.00	57.00	16.50	73.50
Trans. & Develop. (includes BCS)	3.00		3.00	2.00		2.00	5.00		5.00
Departments Total	8.50	5.65	14.15	61.50	18.00	79.50	70.00	23.65	93.65

(*Additional Reductions can be due to grants ending, reorganizations, etc.)

Overarching Issues/Changes

Budget Reductions

In order to replace the current Courthouse and preserve financial stability over the next 30 years, an operating reduction of \$15.0 million in General Fund Support is required. When determining which services would be reduced or eliminated, departments were not asked to take an across-the-board reduction percentage. Instead, the County focused on maintaining mandated services, defined as services required by state or federal laws for counties to perform, and identifying ways to increase efficiencies and eliminate redundancies. The following table displays the reductions by appointed and elected official departments. *Additional reduction details are shown as an appendix in the budget book.*

General Fund Support (GFS) Reductions

Appointed Departments	Starting GFS*	GFS Reductions Amount
CCOM	\$ -	\$ -
County Administration	\$ 4,853,900	\$ (1,025,000)
County Counsel	\$ 2,468,735	\$ (50,000)
Finance	\$ 3,347,274	\$ (400,000)
Facilities	\$ 1,418,950	\$ (300,000)
Human Resources	\$ 1,465,704	\$ (100,000)
Public & Government Affairs	\$ 934,030	\$ (350,000)
Disaster Management	\$ 3,657,814	\$ (750,000)
Juvenile Department	\$ 9,789,438	\$ (1,000,000)
Law Library	\$ -	\$ -
NCPRD	\$ -	\$ -
Resolution Services	\$ 629,000	\$ (629,000)
Health, Housing & Human Services	\$ 9,720,017	\$ (1,500,000)
Technology Services	\$ -	\$ -
Trans. & Develop. (includes BCS)	\$ 7,873,867	\$ (700,000)
WES	\$ -	\$ -
Non Departmental	\$ 8,751,280	\$ (100,000)
Departments Total	\$ 54,910,009	\$ (6,904,000)

Elected Officials	Starting GFS **	Reductions Amount
Assessor	\$ 8,795,260	\$ (125,000)
Clerk	\$ -	\$ -
District Attorney	\$ 14,526,988	\$ (50,000)
Justice Court	\$ -	\$ -
Sheriff	\$ 76,865,295	\$ (2,250,000)
Treasurer	\$ 1,066,199	\$ (75,000)
Electeds Total	\$ 101,253,742	\$ (2,500,000)
TOTAL REDUCTIONS		\$ (9,404,000)
Cost Allocation GFS Savings		\$ (5,605,000)
TOTAL REDUCTIONS + SAVINGS		\$ (15,009,000)

*GFS amount = FY 22-23 **before** adding 3% to offset CPI increases

** GFS amount = **after** adding 3% to offset CPI increases

Cost Allocation Plan Update

The cost allocation process calculates the distribution of overhead costs from internal/central service departments to the operating departments.

As the County upgraded its financial and reporting systems over the last 3 years, a few issues arose:

- The overhead recovery revenue has not kept pace with cost increases, resulting in the need for subsidies, referred to as General Fund Support. The subsidies have increased each year.
- General Fund Support has subsidized many programs/grants, which means the full costs of these programs/grants has not been calculated.
- Hourly rates for services provided to external parties have not been consistently or fully calculated; thereby resulting in reduced revenue.

The County hired a consultant to review its cost allocation methodology and provide recommendations for changes to align with best practices that would result in increased revenue to the General Fund. The consultant recommended the preparation of two plans; a full cost plan based on budget and a federally compliant cost plan that allows the recovery of overhead costs from federal/state grants and the standardization of the calculations for external hourly rate charges.

The FY23-24 Proposed Budget reflects a hybrid, phased implementation of the consultant's recommendations. This plan used FY22-23 costs as a base, the County's new chart of accounts, applied updated drivers, redistributed costs, and added County Counsel and the Equity and Inclusion Office. The overall amount allocated included an additional \$1.4 million over the base. The updated plan reduced General Fund subsidies by more than \$5.6 million.

Investments in Infrastructure that Serves the Public

The County has been actively engaged in the design and construction of several buildings that house key services for the public. One-time funding for these buildings comes from a variety of sources in addition to the General Fund. None of these are reliant on increased property taxes.

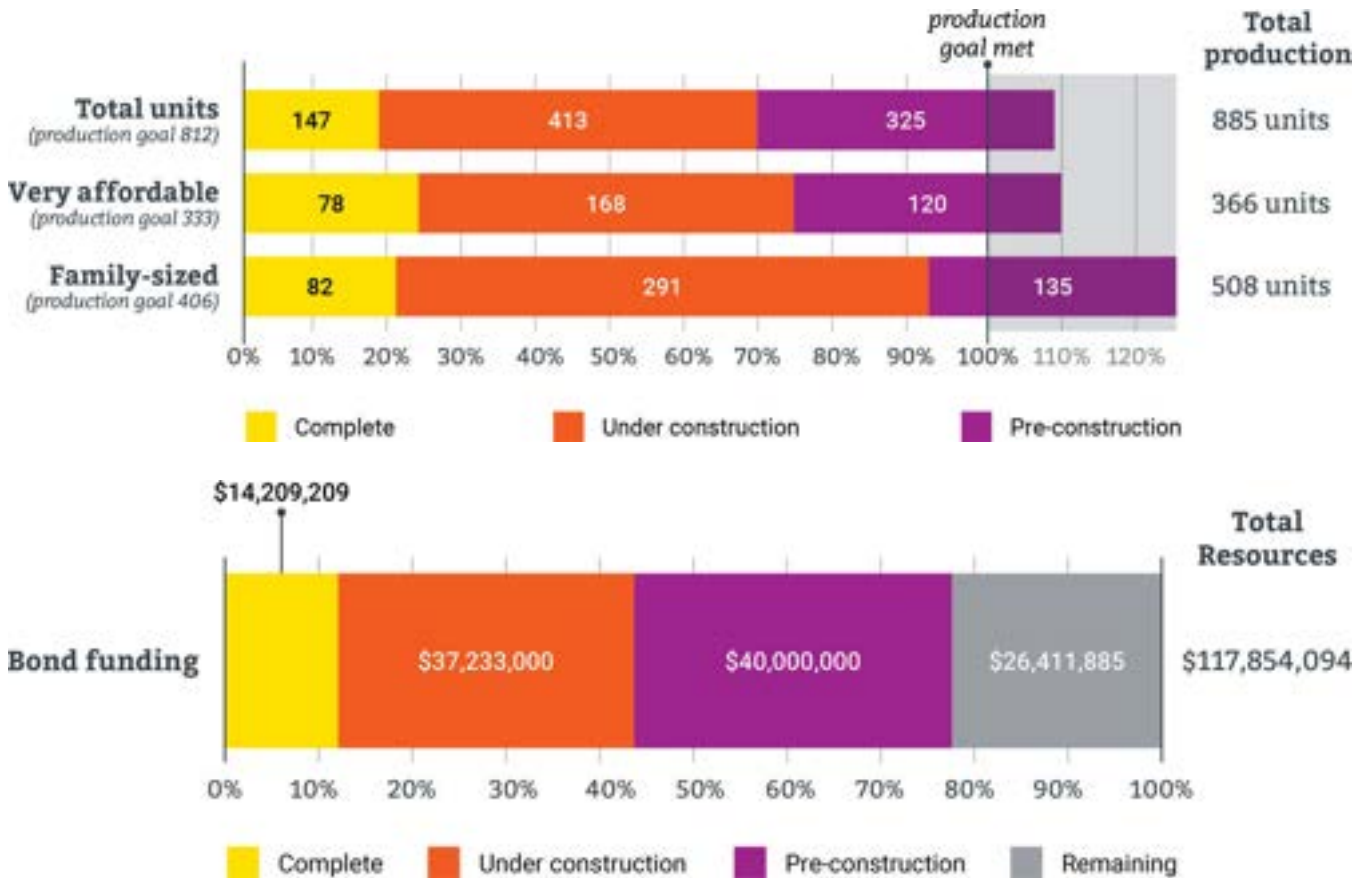
- Replacement County Courthouse
- Relocation and expansion of the Behavioral Health Clinic
- New Gladstone and Oak Lodge Libraries
- New Transportation Maintenance Building

Labor Shortages

While not as dramatic as the past couple of years with COVID, there is still a significant labor shortage. There remains a persistent gap between employer needs and the supply of candidates. Labor shortages, particularly in technical and professional services continues to be a challenge that ultimately impacts service availability.

Affordable Housing

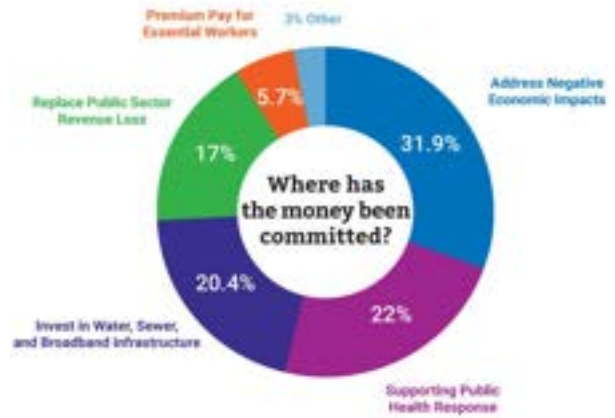
In 2018, voters approved a \$652.8 million general obligation bond to address the shortage of affordable housing within Metro’s urban growth boundary including Multnomah, Washington and Clackamas Counties. County staff and partners have made great gains in moving the needle on the important task of increasing affordable housing as shown below. More information about the bond can be found at <https://www.clackamas.us/housingauthority>



One-Time Federal Aid

American Rescue Plan Act

In May 2021, Clackamas County received approximately \$40.6 million of ARPA funds, and received a similar amount in 2022 for a total of \$81.2 million. To date, 85.1%, or \$69.2 million, of the funds have been committed with \$12.1 million remaining. The chart to the right displays the distribution. Residents are encouraged to go to the County's ARPA webpage, as the Board makes allocations: www.clackamas.us/recovery.



Opioid Settlement Funds

The County and several cities have received their first funding allocations to mitigate harms associated with the opioid and other drug crisis impacting the County and the nation. Approximately \$2.9 million of National Opioid Settlement funding is available this year. Payments are expected to arrive over the next 18 years, totaling approximately \$13.7 million.

Department Restructuring

During FY22-23, several departments made organizational changes. *Throughout the budget book, these changes can be seen as a new FY23-24 program with no history, or prior year actual data without a budget in FY23-24.*

Mergers: Community Corrections to the Sheriff's Office
 Business & Community Services to Transportation & Development
 Resolution Services and the Housing Authority to Health, Housing & Human Services

Investing in Employees

The budget includes a 4.5% increase in Cost of Living Adjustment (COLA) to adjust for inflation increases. Employee compensation has also been adjusted in compliance with the Oregon Equal Pay Act.

Budget Development Summary

The County continues to propose a sustainable, ongoing budget based on strategic, responsible and deliberative decision-making.

County Policies

Further detail on County policies can be found in the policy subsection of this budget book. Several policies have been updated or created over the two last years with additional detail located in the policy subsection.

Key Revenues

Countywide, tax revenue is expected to increase by 0.7% or \$6.7 million. Charges for Services also increase by \$12.2 million primarily driven by cost allocation and indirect cost revenue.

Expenditures

Personnel Services

Total County personnel services costs are increasing by 2.1% or \$7.7 million, composed of an increase for COLA of 4.5%, longevity wages, medical, and dental. The PERS rate increased by 8.3% as this is the first year of biennial rates. The PERS contribution rates range from 21.26% to 26.81% of payroll depending on employee hire date and classification.

Materials & Services (M&S)

Expenses for proposed FY23-24 increased by 12.9% or \$32.2 million. The changes are spread throughout the County services, with a mix of departments increasing and decreasing. Specific department changes are reflected in the fund and department-level budget pages.

Capital Outlay

Capital outlay decreased by 3.2% \$3.4 million. All projects that comprise this number are subject to Board approval. Included for FY23-24 is the planning and design of the new County courthouse in professional services for \$13.2 million, of which \$5.4 million is reimbursed by the state.

Contingency

Board policy requires Contingency to be targeted each year at 5% of overall General Fund budget. For FY23-24, General Fund Contingency is budgeted at \$27.7 million which is 6.9%.

Reserves

Board policy requires Reserves for Future Expenditures to be targeted each year at 10% of the overall General Fund budget, excluding dedicated revenue. In FY23-24 General Fund Reserves are budgeted at \$29.1 million, which is 10.3%.

Self-Insurance and Benefits Administration

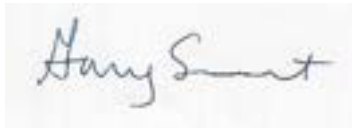
Clackamas County is self-insured for employee health benefits. In the event the County ends its self-insurance plan and has to pay out claims, State statute requires that a reserve be maintained. Additionally there is a claims margin in the event that claims exceed predicted rates. For FY23-24 the Benefits Administration budget increased 8.0%, or \$2.7 million. The model considers cost increases and decreases as needed.

Conclusion

This year's budget planning reflects a range of contrasts: reducing budgets and building new buildings; increasing employee COLAs and eliminating employee positions; maintaining core services and decreasing others. There is still more to come. It will be an ongoing effort to determine how to provide services to the public, not just what services are provided. Fiscal constraint will remain in future years. There will be continued focus on identifying efficiencies and enhancing service delivery. The FY 23-24 proposed budget provides a solid foundation for the work ahead.

As always, thank you to the elected and appointed leadership of Clackamas County and numerous employees involved in preparing this proposed budget. Special thanks to Elizabeth Comfort, Finance Director, Sandra Montoya, Budget Manager and the entire budget team for their dedicated work. Thank you to the Budget Committee for your commitment and service to this important work.

Sincerely,

A handwritten signature in blue ink that reads "Gary Schmidt". The signature is written in a cursive style and is centered within a light gray rectangular box.

Gary Schmidt
County Administrator & Budget Officer

BUDGET DOCUMENT

The FY23-24 budget for Clackamas County is detailed in this book and contains information regarding the County budget as a whole as well as individual department and fund descriptions and summaries. It is designed to provide budget focus in an easily understandable format and convey summary financial and service level information to increase the reader's understanding of the budget process and the functions of the Clackamas County government. It makes generous use of narrative explanations and graphical displays to enhance readability.

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

Once adopted, the budget detail is presented both by department and by fund. This format is designed to allow activities to be examined in terms of function-based operations as well as in traditional accounting units. In compliance with Oregon's Budget Law found in Oregon Revised Statutes Chapter 294, the County adopts and monitors the budget by fund and by the organizational unit within each fund. Finally, the Supplemental Information section contains a glossary of budget terms, a list of acronyms to assist the reader, and the budget ordinance with the amounts adopted for each fund by organizational unit.

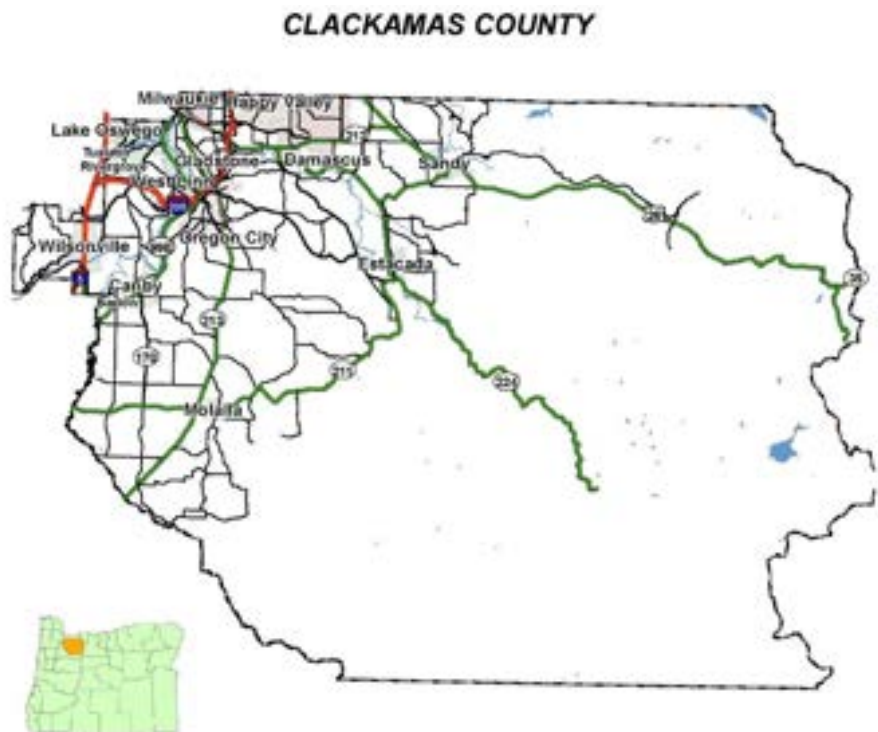
ABOUT THE COUNTY

Profile of the Government

Clackamas County is one of the three counties comprising the Portland metropolitan area in northwest Oregon. The County originally contained the territorial capital for the Oregon Territory and had boundaries extending east to what is now Montana and Idaho and north into today's British Columbia, Canada. The County is now 1,883 square miles extending east to include Mount Hood, Oregon's tallest peak, south to the Willamette Valley, west to the Willamette River, and north to include some parts of South Portland.

According to the Portland State University Population Research Center, Clackamas County now has an estimated population of 430,421 as of April 2022. Clackamas County remains one of the more developable parts of the tri-county metropolitan area. As housing prices continue to rise in the Portland metropolitan area, due to low supply and increasing demand, home buyers are looking to urban areas within Clackamas County.

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



Governing Board

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

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

- Clackamas County Development Agency (CCDA), an Urban Renewal Agency
- Clackamas County Enhanced Law Enforcement Service District (ELED)
- North Clackamas Parks and Recreation District (NCPR)
- Water Environment Services (WESV), a regional sanitary sewer district
- Clackamas County Service District No. 5 (SDN5), a street and highway lighting district
- Clackamas County Extension and 4-H Service District (EX4H)
- Library Services District of Clackamas County (LBSD)
- The Housing Authority of Clackamas County (HACC)

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

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

Compensation for elected officials is recommended by the Compensation Board for Elected Officials as part of the annual budget process, which is approved by the Budget Committee. The Budget Committee takes into consideration the recommendation of the Compensation Board and approves a level of compensation to be included in the budget and documented in the County's personnel management system. The Commissioners act on those recommendations to set elected officials' salary compensation as they adopt the County budget.

Elected officials have greater autonomy than appointed department heads but must still have their budgets approved by the Budget Committee. Per Oregon Local Budget Law, the committee consists of the Commissioners and an equal number of citizens who review and approve the departmental budgets for each fiscal year.

PUBLIC INVOLVEMENT

Citizens are encouraged to become involved in the County's budget process. Public comments are welcome at [Budget Committee](#) and Board of County Commissioners meetings. Meeting schedules, notices, budget information, and instructions for public participation are available via the County's website which can be found at <https://www.clackamas.us/budget/budget-presentations>. Budget information is also available at the County Finance Office, in the Public Service Building (2051 Kaen Road, Oregon City, Oregon 97206), and at each Budget Committee meeting.

In addition to budget matters, there are over fifty other advisory boards and commissions working on a wide variety of issues of interest to County citizens. Detailed information about each of these groups can be found online at <https://www.clackamas.us/community/abc>.

FINANCIAL STRUCTURE

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

Clackamas County adopts a balanced budget meaning that the estimate of resources must equal the estimate of requirements for each fiscal year. This means that the sum of expenditures authorized plus the amounts to be held aside for contingencies and reserves must equal the resources available. County policy dictates that if revenues do not come in as anticipated, expenditures must be reduced accordingly. All funds are budgeted in conformance with Oregon Local Budget Law found in Oregon Revised Statutes, Chapter 294, and all funds are appropriated. Contingency is the most common allocation not attributable to a specific organizational unit. The resolution authorizing appropriation for each fund sets the level by which expenditures cannot legally exceed appropriations. Each budget is prepared with line-item detail but compliance is required only at the level of legal appropriation. The Supplemental Information section of this publication contains a copy of the ordinance adopting the budget accompanied by additional detail showing the legal appropriation level within each fund.

BASIS OF ACCOUNTING AND BUDGETING

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

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

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

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

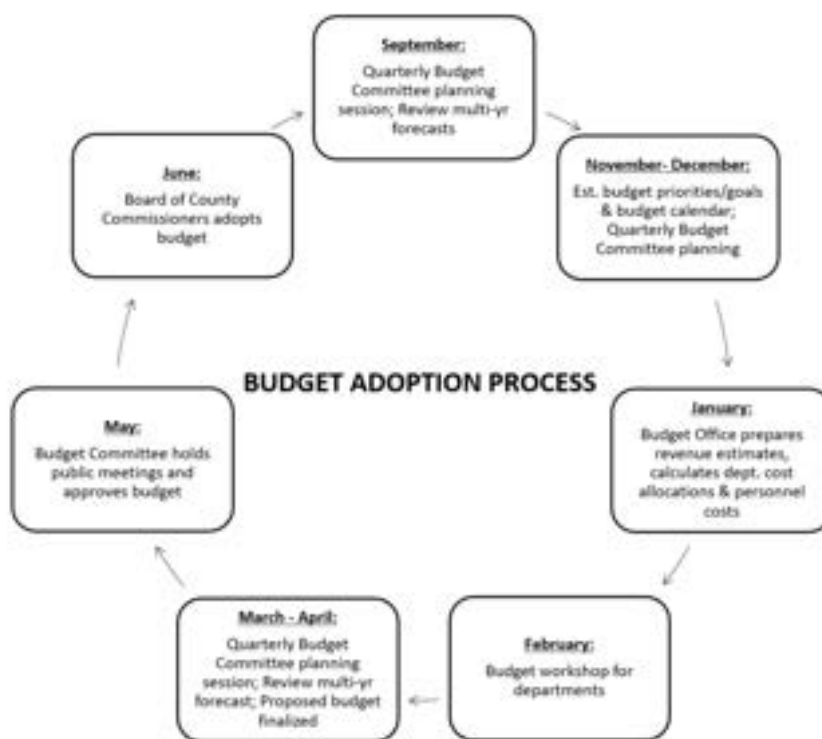
The County maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in Oregon Revised Statutes, Chapter 294 which prescribes the format and content of local government budgets in the state. All of the General Fund, special revenue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

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

BUDGET ADOPTION PROCESS

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

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



Each department submits its requested budget package to the Budget Office. The budget staff reviews the information to verify that all required documents are included; that anticipated revenues balance with expenditures in all funds outside the General Fund. The Budget Manager then reviews all materials and conducts preliminary analysis before review by the County Administrator, the designated Budget Officer.

The County Administrator, corresponding department directors, and budget staff, review submitted budgets. Upon review of the departmental budgets, the County Administrator instructs revisions where necessary, determines recommended levels of General Fund support, and balances the budget. The proposed budget is communicated to the departments so they can begin work on the presentation and budget book material.

The Budget Committee is given the responsibility of convening public hearings during which they receive the budget message and budget document, hear public testimony and approve a budget for the County. The County Administrator presents his budget message during the first meeting. At the public meetings, each department head speaks briefly about his or her department's strategic plan and summarizes the budget proposal. The Budget Committee has the

opportunity to ask any questions about the requests before making decisions on funding levels for each department. Public testimony is heard and the Budget Committee agrees upon an approved budget.

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

BUDGET REVISION PROCESS

Throughout the fiscal year, department staff and the Finance-Budget staff monitor budgets. As the year progresses, departments may need to adjust or change the original budget due to unanticipated changes in revenues or to get approval for redirection of appropriations. Amendments are scheduled quarterly to update the budget by allowing for unforeseen circumstances. Oregon Local Budget Law regulates the supplemental process ([ORS 294.471](#)). The budget may be amended after adoption by any one of four methods.

	Budgetary Change	Approval Level
1	Transfer within a fund - within operating budget	1. Director 2. Finance-Budget Team
2	Transfer within a fund - between budget categories	Board
3	Supplemental budget (changes in expenditures)	Board
4	Other Budgetary Changes <ul style="list-style-type: none"> • Loans • Elimination of unnecessary funds • Emergency authorizations 	Board

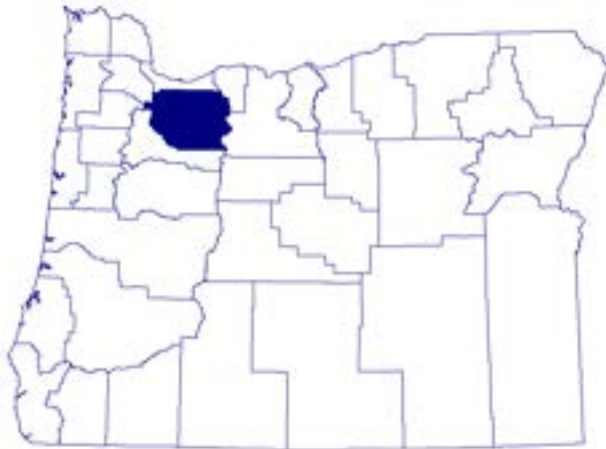
The Board of County Commissioners may approve the change by resolution during a regular weekly business meeting, providing prior notice has been published. Public testimony is accepted at the hearing if anyone wishes to air concerns regarding the proposed appropriation changes. Oregon Local Budget Law also allows for additional appropriations in special circumstances when new funds are dedicated to a specific purpose (ORS 294.338). The additional appropriations are approved by resolution of the Board at their regular weekly meeting as needed. Budget transfers between categories within a fund are approved by resolution of the Board of County Commissioners.

Adjustments of line-item appropriations within a budgetary category and organizational unit are also processed as needed. These changes do not require action by the Board of County Commissioners.

Clackamas County Quick Facts



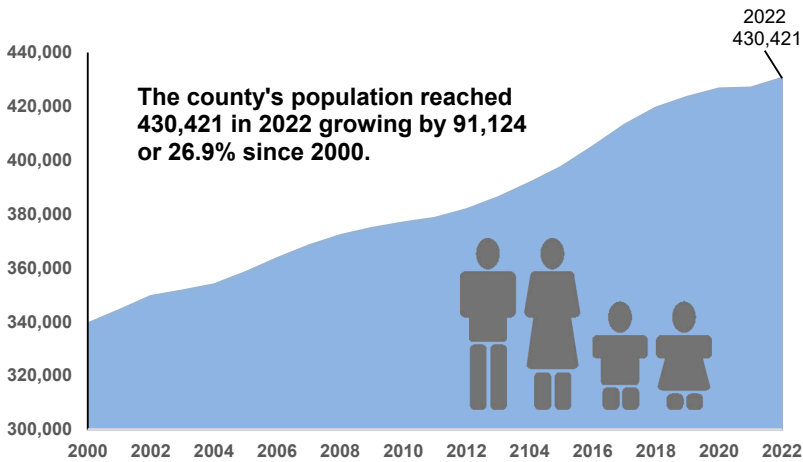
Updated 04/10/23



Clackamas County — Just the Numbers:

Land Area:	1,879 sq. miles
City, County & State Roads:	2,428 miles
Persons per sq. mile:	229
% of National Forest:	52%
2022 Population:	430,421
Civilian Labor Force:	229,236 Feb/23
Employed Labor Force:	220,112 Feb/23
Unemployment Rate:	4.0% Feb/23
2021 Average Industry Wage:	\$63,357
Per Capita Income (2021):	\$45,342

Clackamas County Population: 2000-2022



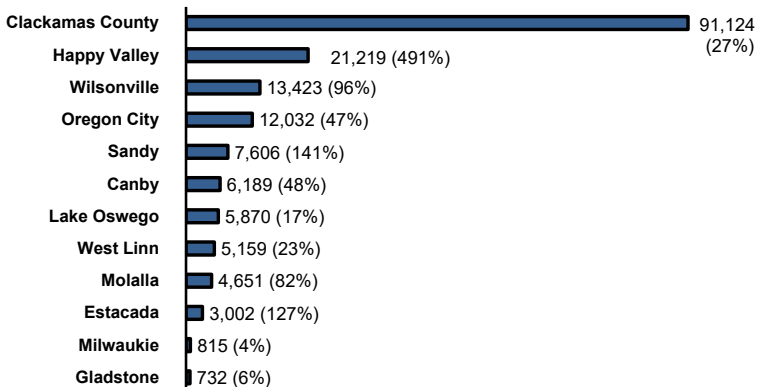
Source: PSU, Population Research Center, Certified Population Estimates: 2000-2022

Population

- Clackamas County's population reached 430,421 in 2022 and has grown by 26.9% since 2000, adding 91,124 residents.
- By 2045, the county's population is projected to reach 566,573 with 23% of its population (0-19 years), 22% (20-39 years), 27% (40-59 years), 19% (60-79 years), and 8% (80 years or older).
- Since 2000, the cities that added the most population included Happy Valley (22,170), Wilsonville (13,423), and Oregon City (12,032). The cities with the highest population growth rates included Happy Valley (491%), Sandy (141%), Estacada (127%), Wilsonville (96%), and Molalla (82%).

Population Growth: 2000-2022

Clackamas County and Incorporated Cities



Source: Population Research Center, PSU, July 1, 2000-2022 estimates

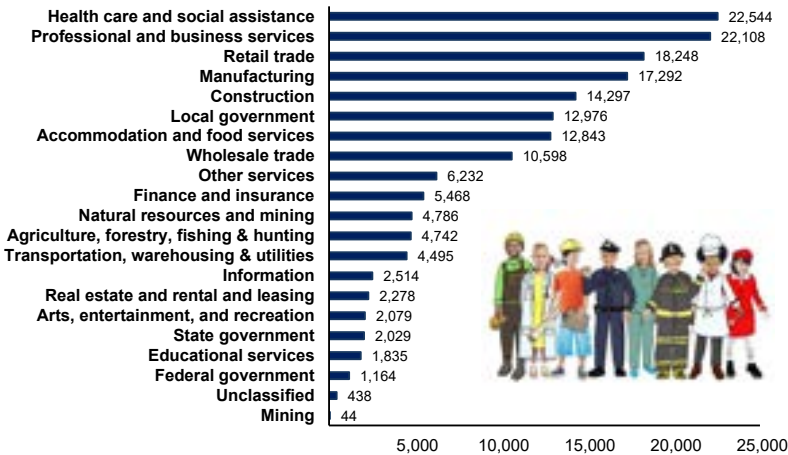
City Population Estimates - 2022

Canby	18,979
Estacada	5,373
Gladstone	12,170
Happy Valley	26,689
Johnson City	527
Lake Oswego*	41,148
Milwaukie	21,305
Molalla	10,298
Oregon City	37,786
Rivergrove*	558
Sandy	12,991
West Linn	27,420
Wilsonville*	27,414

Source: Population Research Center, PSU, July 2022 estimates
* City is located and has population in more than one county.

Industry and Labor Force

Average Broad Industry Employment, Clackamas County: 2021



Source: Oregon Employment Department, QCEW, 2021

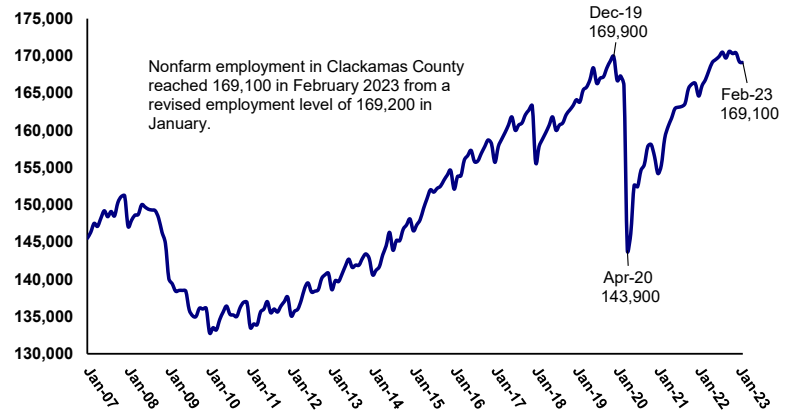
Industry Employment

- The average annual covered employment in Clackamas County was 164,224 in 2021. This was an increase of 5,287 jobs since 2020.
- Eight broad industries made up nearly three-fourths (80%) of all employment and these industries included health care and social assistance (22,544); professional and business services (22,108); retail trade (18,248); manufacturing (17,292); construction (14,297); local government (12,976); accommodation and food services (12,843); and wholesale trade (10,598).

Monthly Employment Statistics

- During the start of the pandemic, nonfarm employment in Clackamas County fell from 167,400 in February 2020 to 143,900 in April 2020 with a loss of -23,400 jobs. Since February 2023, the county has added back 25,200 or 108% of the jobs lost.
- The *seasonally adjusted* unemployment rate in Clackamas County was at 4.0% in February 2023 and has fallen by 9.8 percentage points since the highest unemployment rate in April 2020 of 13.8%.
- All incorporated cities within Clackamas County have experienced job growth since the COVID pandemic (April 2020 to February 2023). The cities with the highest number of jobs added were Oregon City (3,006) and Lake Oswego (2,951). During this period, all cities had job growth rates of 16% or above.

Monthly Nonfarm Employment: Clackamas County January 2007 to February 2023 (by place of business)



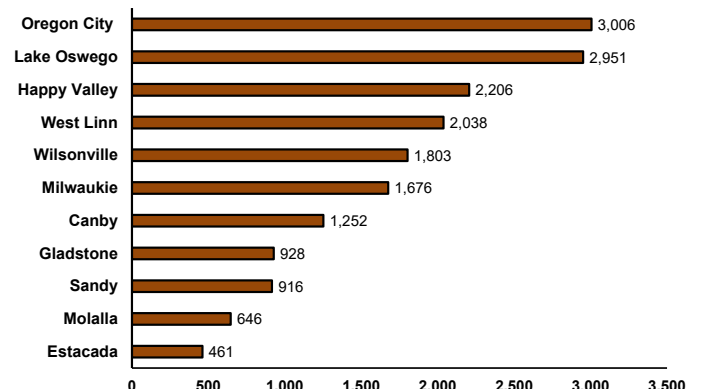
Source: Oregon Employment Department, Current Employment Statistics (not seasonally adjusted)

Clackamas County Unemployment Rate January 2006 to February 2023 (seasonally adjusted)



Source: Oregon Employment Department, LAUS

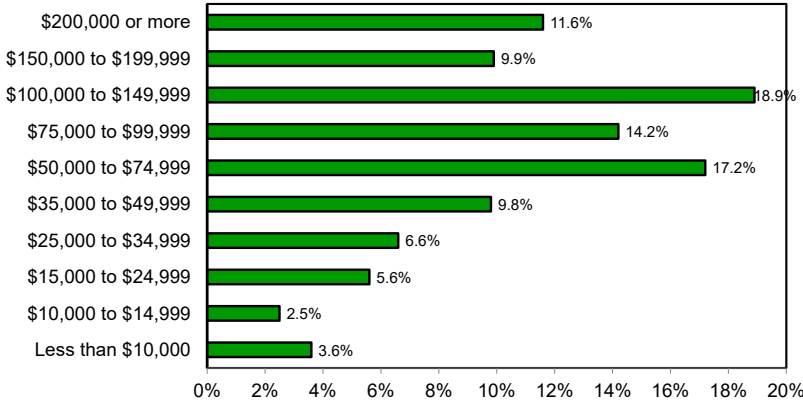
Change in Resident Employment, Incorporated Cities in Clackamas County April 2020 to February 2023



Source: Oregon Employment Department, LAUS

Household Income and Educational Attainment

Household Income Clackamas County, 2021 (Median Household Income: \$91,329)



Source: Census, ACS, 2021, 1-Year Estimates, Table DP03

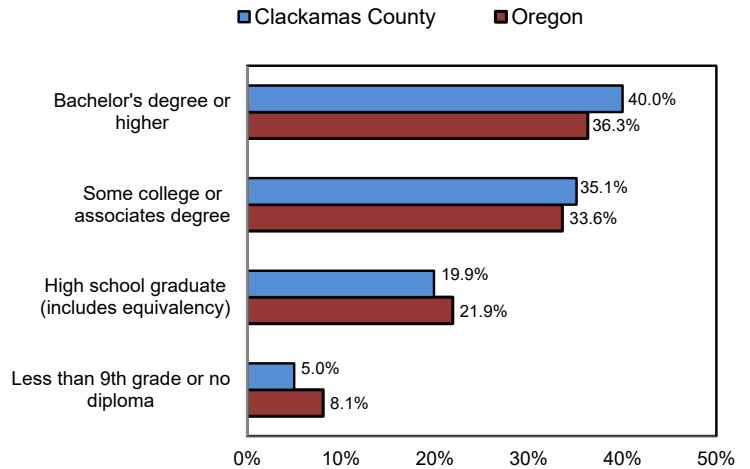
Income

- The median household income in Clackamas County during 2021 was \$91,329 compared to \$82,911 a-year-ago.
- In 2021, 11.6% or 19,803 households had incomes of less than \$25,000.
- Less than one-fifth (15.5%) or 25,094 households had incomes of \$25,000 - \$49,999.
- A little over one-fourth (26.2%) or 42,470 households had incomes of \$50,000 - \$99,999.
- Less than one-half (46%) or 74,578 households had incomes of \$100,000 or higher.

Education

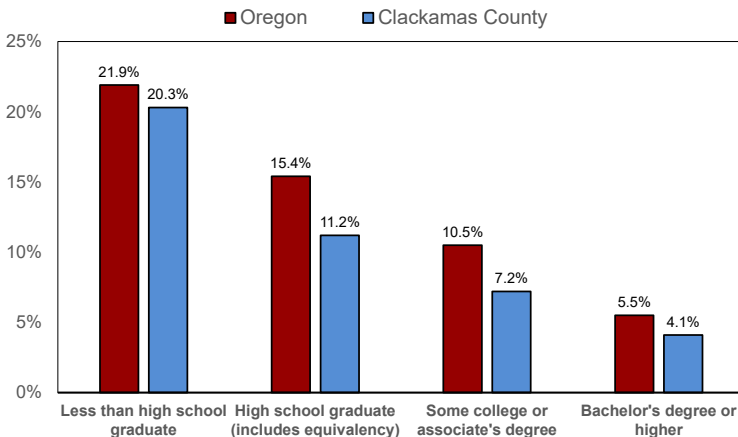
- Compared to Oregon, Clackamas County had a higher portion of its population (25 years and older) who were college educated with a bachelor's degree or higher (40%) in 2021.
- Contrastingly, the county had a lower portion of its population with less than 9th grade or no diploma (5.0%) and a slightly lower portion of its population who were high school graduates (19.9%).
- A little over one-third of both the county and state population had some college or an associates degree in 2021.

Educational Attainment: 2021 (Population 25 years and over)



Source: Census, 2021 ACS 5-year estimates, Table S1501

Poverty Rate for Population 25+ by Educational Attainment: Clackamas County and Oregon (2021)

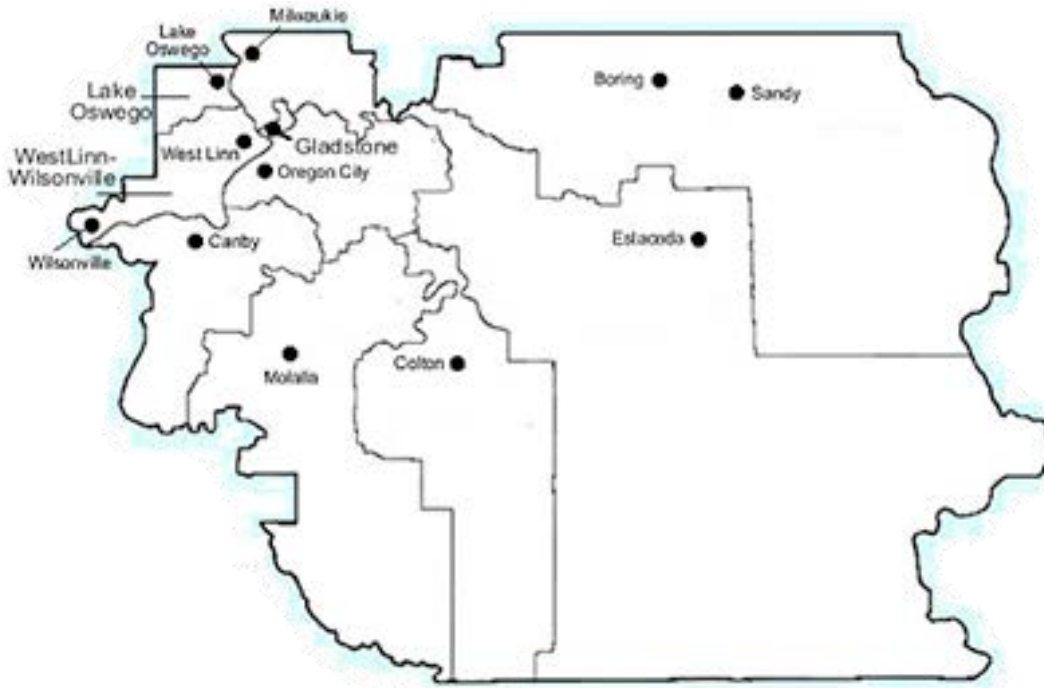


Source: Census, ACS, 2021, 1-year estimates, Table S1501

Poverty

- In 2021, the average poverty rate of all people living in Clackamas County was at 8.3 percent compared to 12.2 percent in Oregon.
- The level of educational attainment seemed to significantly influence the rate of poverty in the county in 2021.
- Clackamas County residents with less than a high school education had a much higher poverty rate at 20.3% than residents with either a high school diploma (11.2%), some college or associate's degree (7.2%), or a bachelor's degree or higher (4.1%).

Cities in Clackamas County



City Demographic Fast Facts

2021	Median Age	Bachelor's Degree or Higher (25 years and older) %	Median Household Income	People whose income in past 12 months is below the poverty level %	Veteran Status	Disability Status	Civilian noninstitutionalized population with health insurance coverage	Total households with broadband internet subscription
Clackamas County	41.4	36.8%	\$ 76,597	8.5%	8.7%	11.7%	94.4%	87.3%
Canby	37.8	25.9%	\$ 66,433	10.3%	9.7%	13.3%	93.5%	86.1%
Estacada	33.5	14.7%	\$ 60,893	8.3%	12.8%	11.7%	93.5%	70.7%
Gladstone	38.5	25.4%	\$ 61,045	13.3%	7.8%	14.8%	94.2%	81.1%
Happy Valley	38.9	54.6%	\$ 124,968	3.2%	6.2%	7.1%	96.7%	95.0%
Lake Oswego	47.0	70.1%	\$ 100,461	4.5%	6.6%	7.9%	97.0%	92.3%
Milwaukie	40.8	34.8%	\$ 63,421	10.8%	7.9%	13.1%	94.0%	87.2%
Molalla	33.7	12.9%	\$ 61,185	15.4%	9.8%	10.8%	94.9%	80.5%
Oregon City	37.9	25.5%	\$ 71,856	9.9%	8.9%	12.6%	94.1%	88.3%
Sandy	34.2	17.3%	\$ 64,296	10.9%	6.8%	13.4%	94.9%	89.3%
West Linn	42.4	60.4%	\$ 104,061	5.0%	7.3%	9.0%	97.8%	92.8%
Wilsonville	35.6	44.8%	\$ 69,043	11.0%	7.4%	8.8%	93.5%	86.5%

Source: Census, ACS, 2021 1-year estimates, Tables DP02, DP03, and B01002

In 1993, the Board of County Commissioners adopted a resolution encompassing the following budget policies governing Clackamas County operations. Minor updates were incorporated by the Commissioners in 2004. In 2020 a large scale project was begun to update the County's financial policies. The status of the budget policies under review or recently updated will be identified with a note on the following pages. These policies were formulated by the County Administrator and his staff and forwarded to the Board for their approval.

Statement of Philosophy

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

Fees and Charges

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

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

Note: This policy is currently being reviewed.

Capital Improvement Plan

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

Implementation: The Board of County Commissioners approves both a five-year and a twenty-year CIP. The FY 2018-2022 is the current five-year CIP, and the twenty-year CIP runs from FY 2015-2035. Copies of these documents are available upon request.

Capital Outlay Expenditures

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

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

Budget Amendments

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

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

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

Inflation Guidelines

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

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

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

Revenue Policy

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

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

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

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

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

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

Budgeting Fund Balance

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

Budgeting Contingency Amounts

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

1. The amount of the Contingency account will be set annually as an amount or percentage of the total resources budgeted in the fund. The amount or percentage to be used will be set by the Budget Officer to assist in preparing requested budgets, and will be based on the following criteria:
 - a. the total resources typically available to the fund compared to the resources needed to fund annual service priorities,
 - b. expenditure history in the fund, and

- c. circumstances outside the control of the County.

Use of Contingency

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

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

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

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

Travel

Effective 7-1-2021 the county's travel policy sets guidelines and internal controls for travel in connection with conducting Official County Business.

This policy and the Travel Manual deriving from it (together, "Travel Program") contain all of the required elements to be considered an "accountable plan" for payment of business travel expenses under IRS Publications 463 and 535.

The Travel Program and the forms to which it refers are maintained by the Clackamas County Department of Finance. Only authorized forms referenced in the travel manual should be used for reporting or reimbursement claims. Departments may not develop more or less restrictive "department travel policies."

It is County policy to pay for travel-related costs incurred during travel while on official County business. In addition to this policy, such payment is subject to all applicable statutes, regulations, collective bargaining agreements, and contracts. The Finance Department will train departments on all of the components of the Travel Program. Department/Division Directors and supervisors are responsible for ensuring all individuals under their supervision who travel have received training in the Travel Program and are aware of the potential consequences of program violations. Departments should provide the policy, manual and relevant forms to volunteers conducting County business and remind them of their obligations to abide by the policies herein.

Personal accumulation of airline miles associated with County travel is strictly prohibited.

Financial Assistance

Effective 1-1-2021 the county's financial assistance management policy is designed to ensure that Clackamas County manages all financial assistance agreements in compliance with the required regulations in order to retain current funding levels for the vital programs and services delivered to our community.

It is the policy of Clackamas County that all County Departments and Service Districts are responsible for ensuring proper administration of financial assistance agreements in conformance with the Financial Assistance Management Manual (Manual).

The Manual shall at a minimum include:

- a) Overview of Financial Assistance Administration
- b) Federal Financial Assistance Administration Rules and other Grant Administration
- c) Policies
- d) Receiving Financial Assistance
- e) Charging of Salaries, Wages, and Benefits – Including Leave
- f) Charging Allocated and Indirect Costs vs the de Minimis Rate
- g) Issuing a Financial Assistance Agreement
- h) Sub recipient monitoring
- i) Closing a Financial Assistance Agreement
- j) Conflicts of Interest

Procurement Cards

Effective 1-1-2020 the county's policy and procedures on the Procurement Card Program ("Program") empowers the employee, who has the authority and responsibility, to purchase goods and services for the County in a convenient manner that also reduces the costs associated with initiating and paying for those purchases. The Program is designed for the purchase of low risk and low dollar transactions (generally in the direct procurement threshold as defined in the Clackamas County Local Contract Review Board Rules ("LCRB")). The County's bank vendor is US Bank and transactions are managed using the County's PeopleSoft Financial System, unless otherwise authorized by the Finance Department.

This Policy is applicable to the Public Officials (as broadly defined in ORS 244.020(14)) of the County and all County Departments and special districts, including, but not limited to County service districts, urban renewal agencies, and the Housing Authority of Clackamas County.

The Finance Department is delegated the authority to implement and administer the Program by establishing a Procurement Card Manual ("Manual") outlining the procedures and standards for use of procurement cards. It is the intent of this Policy to authorize Finance to update the Manual from time to time as needed without the necessity to modify this Policy. The Manual shall at a minimum include:

- a) Overview of Program
- b) Definitions of Roles and Responsibilities
- c) Assignment and Control of Procurement Cards
- d) Required Transaction Documentation
- e) Handling of Lost/Stolen PCards, Declines, and Fraudulent Use
- f) Consequences for Non-Compliance with Policy and Manual

Policy on Reserves for Future Expenditures and Contingency

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

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

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

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

II. Budgeted Reserves Policy for the County General Fund:

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

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

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

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

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

III. Other Funds Budgeted Reserves Policy:

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

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

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

Note: This policy is currently under review and an updated version is expected to be formally considered in/or before FY23-24.

Debt Issuance and Management Policy

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

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

Reason for Issuing Debt

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

Types and Amounts of County Indebtedness

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

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

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

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

Selection of Professional Assistance for Debt Issuance

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

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

Method of Sale

Clackamas County will offer the debt to be issued on terms consistent with market conditions, the project being financed, current County debt rating, issue size and complexity, and any other relevant

considerations. The Board of County Commissioners will approve the method of sale based on the consensus recommendation of the Financial Advisor, the Finance Director and the County Treasurer. The debt issue may either be offered as a competitive sale or as a negotiated sale. The County will not offer private placement debt issues, except with commercial banks or similar institutions.

Bond Rating and Interest Costs

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

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

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

Refunding and Call Provisions

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

Arbitrage Compliance

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

Other Reporting and Disclosures

The County will comply with all disclosure requirements for its debt issues (e.g. Securities and Exchange Commission Rule 15(c) 2-12, and any other disclosure requirements). The County Treasurer, Finance

Director and County Counsel will cooperate to assure that the format and schedule of disclosures and reporting are met as specified by the regulatory body requiring disclosure.

Note: This policy is currently under review and an updated version is expected to be formally considered in/or before FY22-23.



<input checked="" type="checkbox"/>	Administrative Policy
<input type="checkbox"/>	Operational Policy

Clackamas County Policy

Name of Policy	Debt Management Policy	Policy #	FIN-1.102
Policy Owner Name	Elizabeth Comfort	Effective Date	7-21-2022
Policy Owner Position	Finance Director	Approved Date	7-21-2022
Approved By	BCC	Next Review Date	7-21-2025

I. PURPOSE AND SCOPE

This policy provides guidance on the issuance, structure, and management of the County and its agencies' long- and short-term debt. This policy reflects debt management best practices as recommended by the Government Finance Officers Association (GFOA).

II. AUTHORITY

This policy is adopted through BCC Resolution 2022-71 dated July 21, 2022 and supersedes the previous policy adopted by BCC Board Order 96-689 dated November 7, 1996.

III. GENERAL POLICY

The County and its Agencies (County) shall undertake and maintain all long- and short-term debt financings in compliance with applicable Federal law, the Oregon Constitution, Oregon Revised Statutes (ORS), and Oregon Administrative Rules (OAR). The County will further comply with Security and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MSRB) rules regarding ongoing disclosure, and oversight of participants in the municipal debt market including advisors and securities dealers. Finally, the County will comply with IRS regulations for tax-exempt and tax-advantaged debt issuance.

The Debt Management Policy sets forth the practices for debt issuance and the management of outstanding debt. The Policy establishes certain limits which recognize the County's capital requirements, its ability to repay financial obligations, and the existing legal, economic, financial, and debt market conditions. Specifically, the Policy is intended to assist the County in the following:

1. Evaluating available debt issuance options;
2. Maintaining appropriate capital assets for present and future needs;
3. Promoting sound financial management through accurate and timely information on financial conditions;
4. Protecting and enhancing the County's credit rating(s); and
5. Safeguarding the legal use of the County's financing authority through an effective system of internal controls.

IV. DEFINITIONS

A) Agencies - refer to legally separate organizations for which Clackamas County is financially accountable and has a significant role in their governance and management. Clackamas County currently has seven agencies: the Clackamas Development Agency, North Clackamas Parks & Recreation District (NCPRD), Library Service District of Clackamas County, Extension and 4-H Service District, Enhanced Law Enforcement District, Street Lighting District, and Water Environment Services.

Water Environment Services (WES), a frequent debt issuer, has been delegated authority to adopt its own debt policy.

B) Arbitrage - refers to the difference between the interest paid on tax-exempt bonds and the interest earned by investing proceeds of tax-exempt bonds in higher-yielding

taxable securities. Federal income tax laws generally restrict the ability to earn arbitrage in connection with tax-exempt bonds.

C) Bond Counsel - an attorney or law firm retained by the County to advise and prepare debt issuance and continuing disclosure documents. An important function of Bond Counsel is to provide an opinion regarding the tax-exempt status of a bond issue.

D) Continuing Disclosure – disclosure of material information provided to the marketplace by the County and Agencies after the initial issuance of municipal debt. Such disclosures include, but are not limited to, annual financial information, certain operating information and notices about specified events affecting the County or Agencies, the municipal debt itself or the project(s) financed.

E) Credit Enhancement - the use of the credit of an entity other than the County to provide additional security in a bond or note financing. This term typically is used in the context of bond insurance, bank letters of credit and credit programs offered by federal or state agencies.

F) Credit Rating - an opinion by a rating agency (e.g., Moody's Investors Service, and Standard & Poor's) on the creditworthiness of a bond issue.

G) EMMA (Electronic Municipal Market Access System) - an online source operated by the MSRB providing free access to municipal disclosures and educational materials about the municipal securities market. EMMA serves as the source for official statements and other primary market disclosure documents for new issues of municipal debt, as well as the official source for continuing disclosures on outstanding debt issues.

H) Finance Director - For the purpose of this Policy each reference to the "Finance Director" shall mean the County's Finance Director or their designee, which may include Agency staff.

I) Interfund Loans:

1. Capital Loan – a loan between County funds for the purpose of financing the design, acquisition, construction, installation, or improvement of real property.
2. Operating Loan – a loan between County funds for the purpose of paying operating expenses.

J) Municipal Advisor - a person or firm registered and regulated by the Securities and Exchange Commission and MSRB who provides advice to the County and its agencies with respect to the issuance of municipal debt, including advice regarding structure, timing, terms, the method of sale and other matters concerning such financial obligations. SEC regulations require that Municipal Advisors maintain a fiduciary duty to advise and act in the County's best interest.

K) Municipal Securities Rulemaking Board (MSRB) - a self-regulatory organization, consisting of representatives of securities firms, bank dealers, municipal advisors, issuers, investors and the public, that is charged with primary rulemaking authority over municipal securities dealers and municipal advisors. MSRB rules are approved by the Securities and Exchange Commission (SEC).

L) Official Statement - a document prepared on behalf of the County or Agency in connection with a primary debt offering that discloses material information. Official statements typically include information regarding the purposes of the issue, how the securities will be repaid, and the financial and economic characteristics of the issuer. This information is used by investors and other market participants to evaluate the credit quality and potential risks of the primary offering.

M) Refunding - a process whereby the County refinances outstanding bonds by issuing new bonds. The primary reason for refunding bonds is to reduce the County's interest costs. Other reasons include restructuring debt service payments, releasing restricted revenues, and easing administrative requirements.

N) Securities and Exchange Commission (SEC) - a federal agency responsible for supervising and regulating the securities industry. Although municipal securities are exempt from the SEC's registration requirements, Municipal Advisors and securities dealers are subject to SEC regulation and oversight.

O) Tax Certificate - a document executed by the County at the time of initial issuance of tax-exempt bonds certifying to various matters relating to compliance with federal income tax laws and regulations, including arbitrage rules.

P) Underwriter (or Investment Banker) - a municipal securities dealer that purchases a new issue of municipal debt from the County often for resale in the secondary market. The underwriter may acquire the securities either by negotiation with the County or by award based on competitive bidding.

V. POLICY GUIDELINES

The Finance Director is responsible for administering the County's debt programs, including the sale and management of debt, and monitoring ongoing federal and state regulatory compliance. The Finance Director may delegate debt management to individual Agencies.

The Finance Director has delegated authority to WES to adopt its own policy.

The Finance Department shall assume the lead role for all County debt issuance and management activities, unless otherwise delegated to County Agencies, and make recommendations to the Board of County Commissioners as necessary to accomplish County's debt financing objectives. The Finance Director may choose to delegate authority to another member of the Finance Department staff to lead the debt management process and assume the responsibilities as outlined in this policy.

Departments and Agencies are responsible for coordinating with the Finance Department in connection with any planned or active debt issuance to ensure compliance with the Debt Management Policy and other rules and regulations.

Long-term debt obligations will not be used to fund general operations of the County. The scope, requirements, demands of the County budget and financial plan, reserve levels, and the ability or need to expedite or maintain the programmed schedule of approved capital projects, will be considered when deciding to issue long-term debt. All borrowings must be authorized by the Board of County Commissioners.

Debt cannot be issued to fund capital projects unless such capital projects have been included in a budget and associated capital improvement plan (CIP). Inclusion in the CIP may occur as part of an action related to budget approval or budget adjustment approved by the Board of County Commissioners.

For debt-financed projects, the County shall consider making a cash contribution, "Pay-As-You-Go" funding, as a source of funds from either current resources or from outside cash funding sources (e.g., state or federal grants) to County projects. The target cash contribution shall be determined on a case-by-case basis for each given project; however, a minimum cash contribution must be made to cover project costs which cannot be capitalized and/or ineligible under the federal tax code on tax-exempt bonds.

Agencies shall consider making cash contributions, "Pay-As-You-Go" funding, to their respective projects from their resources or outside funding sources (e.g. state or federal grants). Agency dollars have a restricted purpose that cannot be distributed to the County for projects, unless there is a direct correlation to the Agency's purpose(s).

At least every three years, the Finance Director shall review the County's Debt Management Policy and, if needed based on market, statutory or regulatory developments, recommend updates for approval. In addition, the Debt Management Policy may be updated at any time for any immediate needs (e.g., new regulations) subject to County approval.

Section VI describes the requirements and procedures of the County's Debt Management Policy and is organized under the following headings:

- A. Type and Use of Debt
- B. Federal, State or Other Loan Programs
- C. Debt Refinancing
- D. Debt Structure Considerations
- E. Method of Sale
- F. Investment of Bond Proceeds
- G. Credit Ratings/Objectives
- H. Bond Issuance Investor Relations
- I. Post Issuance Tax and Arbitrage Rebate Compliance
- J. Disclosure and Continuing Disclosure
- K. Consultants and Advisors
- L. Interfund Loans
- M. Reporting Requirements

VI. PROCESS AND PROCEDURES

A. Type and Use of Debt

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

1. General Obligation Bonds - General obligation (GO) bonds are authorized under ORS 287A, payable from a dedicated tax levy and subject to voter approval by the electorate of the County.

General obligation bonds will be issued to finance capital projects that benefit the County as a whole.

2. Full Faith and Credit Obligations - Full Faith and Credit Obligations (FFC) authorized under ORS 287A are similar to General Obligation Bonds as the County is still required to use all legally available resources to meet debt service. However, FFC's do not include a pledge of an unlimited property tax, nor do they generate an additional property tax resource available to pay debt service. As such, they do not require voter approval, and are instead backed by the general revenue and taxing power of the County within the limits imposed by the Oregon Constitution, Article XI, Section 11.

FFC's may be secured by a variety of pledges including property tax, gas tax and other resources of the County. FFC's are issued for projects such as transportation, public safety, facilities, equipment and other projects as authorized by the County

Board of Commissioners.

3. Revenue Bonds - Revenue bonds issued under ORS 287A are payable from available revenues and will be used for County enterprise activities (e.g., Water Environment Services). Although other specific enterprise revenues can be used for debt service, no property taxes are pledged to the bonds.

Revenue bonds are not subject to constitutional or statutory debt limits, the County's or County agency debt will not exceed legal or contractual limitations, such as rate covenants or additional bonds tests imposed by then-existing financing covenants. Revenue bonds are typically not subject to voter approval; however, they may be subject to referral.

4. Other Financing Tools - The County may utilize other financing long-term methods such as Certificates of Participation, Capital Leases secured by the property, urban renewal secured by tax increment revenues, or local improvement district financings secured by assessments.

In each case, the Finance Director will consult with the County's Municipal Advisor and Bond Counsel on the feasibility of these capital financing instruments. This includes analyzing the effects on debt capacity, budget flexibility, cash flow sufficiency, cost of issuance, and other market factors. In all cases, any financing requires the approval of the Board of County Commissioners.

5. Variable Rate Obligations - The County will generally seek to obtain financing through fixed rate obligations. When appropriate, however, the County may choose to issue variable rate obligations. Such variable rate obligations may pay a rate of interest that varies according to a predetermined formula or a rate of interest that is based on a periodic remarketing of securities.
6. Short-Term Financing - The County may issue short-term notes (e.g., Tax Anticipation, Bond Anticipation, Revenue Anticipation and Grant Anticipation) when necessary and approved by the County Board of Commissioners. Anticipation notes are secured by a revenue pledge of taxes committed, but not yet collected, anticipated bond proceeds, project revenues and anticipated grant resources. Prior to selling Revenue and Grant anticipation notes the County must identify a secondary source of repayment for the notes if expected project revenue/grant funding does not occur.

B. Federal, State, or Other Loan Programs

To the extent it benefits the County, the County may participate in federal, state, or other loan programs that are secured by any of the sources identified above. The Finance Director shall evaluate the requirements of these programs to determine if the County is well served by employing them and make recommendations to the County Administrator and Board of County Commissioners.

For purposes of this Policy, the County shall treat and report these commitments in a manner consistent with other County debt obligations. To the extent required by the loans or other outstanding debt agreements, the County shall include the financial requirements of these commitments when determining additional bonds tests, coverage requirements, debt limitations, continuing disclosure requirements and any other conditions imposed by the

County's outstanding obligations.

C. Debt Refinancing

Refunding obligations may be issued to retire all or a portion of an outstanding debt issue. Economic refunding may refinance high-coupon debt at lower interest rates to achieve debt service savings. Alternatively, the County may conduct a refunding for reasons other than cost savings, such as to restructure debt service payments, to change the type of debt instruments, to release restricted revenues, to ease administrative requirements, or to remove undesirable covenants.

The Finance Department and Municipal Advisor will monitor refunding opportunities for all outstanding debt obligations on a periodic basis applying established criteria in determining when to issue refunding debt and bring forth the recommended opportunities with appropriate Board of County Commissioners actions and related documentation.

For coordination purposes, notification should be made to the County Treasurer as soon as the County decides to move forward with a debt refinancing.

D. Debt Structure Considerations

1. Maturity of Debt - The final maturity of the debt shall not exceed, and preferably be less than, the remaining average useful life of the assets being financed, and to comply with Federal tax regulations, the average life of a financing shall not exceed 120% of the average life of the assets being financed.
2. Debt Service Structure - In consultation with the Municipal Advisor debt service payments for new money issues will be structured according to the type of debt issuance (e.g., general obligation vs. revenue bonds), revenue sources and anticipated revenue collections. The Finance Director will recommend debt service repayment plans based on overall affordability with the goal of repaying the debt as quickly as feasible.
3. Lien Structure - Senior and subordinate liens may be used to maximize the most critical constraint, either cost or capacity, thus allowing for the most beneficial leverage of revenues.
4. Capitalized Interest – Excluding business-like activities, the County may elect to fund capitalized interest in connection with the construction of certain projects if revenue from such projects or from other identified sources is not initially available to pay debt service on related debt. Additionally, the County may consider funding capitalized interest if such a strategy will minimize the financial impact to of such borrowing on County rate or taxpayers.
5. Reserve Funds - A reserve fund for a debt issuance may be required for credit rating or marketing reasons. If required, such reserve fund can be funded with:
 - a. The proceeds of a debt issue;
 - b. The reserves of the County; or,
 - c. A surety policy.

A cash reserve fund will be invested pursuant to the investment restrictions associated with the respective financing documents and the County's investment policy. For each debt issue, the Finance Director will evaluate whether a reserve fund is necessary for credit rating or marketing purposes and the benefits of funding or maintaining the reserve requirement with cash or a surety policy, in addition to determining the benefits of borrowing the necessary funds or using cash reserves. This evaluation will be done in consultation with finance staff, Treasurer's Office and in consideration of the chart of accounts structure.

6. Redemption Provisions - In general, the County will seek the right to optionally redeem debt at par as specified in the bond issuance documents no later than ten years after issuance. Redemption provisions will be established on a case-by-case basis, taking into consideration market conditions and the results of a call option analysis prior to the time of sale. Because the issuance of non-callable debt may restrict future financial flexibility, cost will not be the sole determinant in the decision to issue non-callable debt.
7. Credit Enhancement - Credit enhancement (e.g., bond insurance or letters of credit) on County financings will only be used when net debt service is reduced by more than the cost of the enhancement. The County will evaluate the availability and cost/benefit of credit enhanced debt versus unenhanced debt prior to issuing any debt.

E. Method of Sale

The County will select a method of sale that is the most appropriate when considering the financial market, transaction-specific and County-specific conditions, and advantages. There are three basic methods of sale: Competitive Sale, Negotiated Sale, and Direct Placement. Each type of debt sale has the potential to provide the lowest cost or satisfy other priorities given the right conditions.

In consultation with the Municipal Advisor, the Finance Director will select the most appropriate method of sale considering the prevailing financial market and transaction-specific conditions. If a negotiated sale is expected to provide overall benefits, the senior managing underwriters and co-managers shall be selected through the process described in Section K.4.

F. Investment of Bond Proceeds

The County Treasurer is responsible for investing bond proceeds in accordance with legal requirements and the County's Investment Policy.

For each debt issuance the Finance or Agency staff will provide the County Treasurer with cash flow/projection spreadsheet(s), as known, so the County Treasurer can maximize the return on the investment of the bond proceeds.

G. Credit Ratings/Objectives

The County's objective is to maintain an excellent credit rating (or ratings) considering the County's financial condition as a way of balancing financing costs and cash flow. The Finance Director shall be responsible for managing the County's credit rating agencies relationship. This effort shall include providing the rating agencies with the County's annual

budget, financial statements, and other information they may request. Full disclosure of operations will be made to the credit rating agencies.

The Finance Director shall also coordinate periodic meetings with the rating agencies and communicate with them prior to each debt issuance. The County will evaluate the benefits of a higher rating at lower debt cost versus a lower rating that provides more debt capacity and flexibility.

H. Bond Issuance Investor Relations

The Finance Director shall be responsible for managing relationships with bond issue related investors. The Finance Director will also be responsible for responding to inquiries from institutional and retail investors related to bonds, and for proactively communicating with such bond issue related investors if necessary. Such communication shall be made only as permitted under applicable federal securities laws, in consultation with the County's bond counsel. Nothing in this section of this policy should be construed to supersede the County's investment policy managed by the County Treasurer as outlined in section F (above).

I. Post Issuance Tax and Arbitrage Rebate Compliance

The County will comply with all financing covenants to maintain the validity of the issuance of debt, including, but not limited to tax-exemption, arbitrage rebate compliance, insurance provisions, reporting and monitoring requirements. Any instance of noncompliance will be reported to the Board of County Commissioners.

1. External Advisors and Documentation - The County shall consult with bond counsel, County Counsel, County Treasurer, and advisors, as needed, throughout the debt issuance process to identify requirements and to establish procedures necessary or appropriate so that the bonds or other obligations will continue to qualify for tax-exempt status, if applicable.

Those requirements and procedures shall be documented in the tax certificate and agreement ("Tax Certificate") and/or other documents finalized at or before issuance of the bonds. Those requirements and procedures shall include future compliance with applicable arbitrage rebate requirements and certain other applicable post-issuance requirements of federal tax law throughout (and, in some cases, beyond) the term of the bonds. This shall include, without limitation, consultation in connection with any potential changes in use of bond-financed or refinanced assets.

The County may engage expert advisors to assist in the calculation of arbitrage rebate payable in respect of the investment of bond proceeds, unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of bonds.

Unless otherwise provided by the transaction documentation relating to the bonds, unexpended bond proceeds shall be segregated from other funds of the County.

2. Investment Documentation - The investment of bond proceeds shall be managed by the County Treasurer (as outlined in section F). The County Treasurer shall prepare (or cause to be prepared) periodic statements regarding the investments and transactions involving bond proceeds. Finance should work with the County Treasurer before the issuance of any bonds to discuss and mutually agree on the frequency and information needed

involving the bond proceeds.

3. Arbitrage Rebate and Yield - Unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of bonds, the Finance Director or Treasurer, shall be responsible for:

- a. Either (1) engaging the services of a rebate service provider and, prior to each rebate calculation date, causing the County Treasurer¹ and the County's selected Trustee² to deliver periodic statements concerning the investment of bond proceeds to the rebate service provider, or (2) undertaking rebate calculations themselves and retaining and obtaining periodic statements concerning the investment of bond proceeds³;
- b. Providing to the rebate service provider additional documents and information reasonably requested;
- c. Monitoring efforts of the rebate service provider;
- d. Assuring payment of required rebate amounts, if any, no later than 60 days after each five-year anniversary of the issue date of the bonds, and no later than 60 days after the last bond of each issue is redeemed;
- e. During the construction period of each capital project financed in whole or in part by bonds, monitoring the investment and expenditure of bond proceeds and consulting with the rebate service provider to determine compliance with any exceptions from the arbitrage rebate requirements during each 6-month spending period up to 6 months, 18 months, or two years, as applicable, following the issue date of the bonds; and
- f. Retaining copies of all arbitrage reports, investment records and trustee statements.

4. Use of Bond Proceeds and Bond-Financed or Refinanced Assets

The Finance Director shall be responsible for:

- a. Monitoring the use of bond proceeds including investment earnings in coordination with the County Treasurer, reimbursement of expenditures made before bond issuance, and the use of the financed asset throughout the term of the bonds. This is to ensure compliance with covenants and restrictions set forth in the Tax Certificate relating to the bonds;
- b. Maintaining records identifying the assets or portion of assets that are financed or refinanced with proceeds of each issue of bonds (including investment earnings and reimbursement of expenditures made before bond issuance), including a final allocation of the bond proceeds documented on or before the later of 18 months after an expenditure is paid or the related project is placed in service, and in any event before the fifth anniversary of the bond issuance;
- c. Consulting with bond counsel, other legal counsel, and other advisors in the review of any change in use or transfer of bond-financed or refinanced assets to ensure compliance with all covenants and restrictions set forth in the Tax Certificate relating to the bonds;
- d. To the extent the County discovers that any applicable tax restrictions regarding use of bond proceeds and bond-financed or refinanced assets will or may be violated, consulting promptly with bond counsel, other legal counsel, and other advisors to determine a course of action to preserve the tax-exempt status of the bonds (if applicable).

J. Disclosure and Continuing Disclosure

The County is required to provide disclosure, generally in the form of an official statement, relating to each public offering of debt. The County is responsible for providing complete and accurate information to be included in the official statement and is responsible for the overall

content of the document, although it may rely on an external party (e.g., bond counsel or disclosure counsel) to assist in the creation of the document.

1. Primary Disclosure Policies - The Finance Director is responsible for information requests relating to official statements to be used in the initial offering of the County's borrowings. The Finance Director will request information required for disclosure to investors and rating agencies from relevant departments and will sign a statement attesting to the accuracy and completeness of the information therein. The Board of County Commissioners will be provided with a copy of the official statement for each issue of debt.
2. Continuing Disclosure Policies - Under Rule 15c2-12 of the Securities and Exchange Commission, adopted under the Securities Exchange Act of 1934, the County is required to enter a contract to provide "secondary market disclosure" relating to each publicly offered bond issue (referred to as an "undertaking"). The Finance Director shall review any proposed undertaking to provide secondary market disclosure and negotiate any commitments therein.

Additionally, bonds sold via the direct placement method may have specific disclosure requirements required by the purchaser.

Internal procedures shall be developed that identify the information that is obligated to be submitted in an annual filing, the dates on which filings are to be made, list the events required to be disclosed, and identify the person responsible for making the filings.

The Annual Report may fulfill annual financial information filing obligations. The information provided in the Annual Report does not have to be replicated when filing with the Electronic Municipal Market Access (EMMA) portal. If the County agrees to furnish information that is outside the scope of the Annual Report, that information may be included as a supplement to the Annual Report when filing with EMMA. On its completion, the Annual Report should be immediately submitted to EMMA.

Each time the County issues new bonds, the Finance Director (in consultation with bond counsel and the municipal advisor) will review the County's compliance with prior continuing disclosure undertakings and make any necessary corrective filings.

In addition to continuing disclosure undertakings associated with public bond offerings as required by SEC Rule 15c2-12, the County may also be subject to ongoing reporting requirements associated with other debt obligations, such as bank loans.

K. Consultants and Advisors

1. Municipal Advisor - The County will retain an independent registered municipal advisor (MA) through a process administered by the Finance Director consistent with the rules adopted by the County's Local Contract Review Board (LCRB). Selection of the County's MA should be based on the following:
 - a. Experience in providing consulting services to issuers similar to the County;
 - b. Ability to meet all regulatory requirements;
 - c. Knowledge and experience in structuring and analyzing large complex debt issues;
 - d. Ability to conduct competitive selection processes to obtain related financial services

- (including underwriters and other service providers);
- e. Experience and reputation of assigned personnel; and
- f. Fees and expenses.

The County expects that its MA will provide objective advice and analysis, maintain confidentiality of County financial plans, and fully disclose any potential conflicts of interest.

2. Bond Counsel - For all debt issues, the County will engage and retain an external bond counsel through a process administered by the Finance Director and County Counsel consistent with the rules adopted by the County's LCRB.

Where required by the lender and/or bond investors, debt issued by the County will include a written opinion by bond counsel affirming that the County is legally authorized to issue the debt, stating that the County has met all state constitutional and statutory requirements necessary for issuance, and determining the debt's federal income tax status. Bond Counsel may also draft the Official Statement in lieu of having a separate disclosure counsel.

3. Disclosure Counsel - The County may engage and retain, when appropriate, Disclosure Counsel through a process administered by the Finance Director and County Counsel consistent with the rules adopted by the County's LCRB, to prepare official statements for debt issues. Disclosure Counsel will be responsible for providing that the official statement complies with all applicable rules, regulations, and guidelines and be a firm with extensive experience in public finance.

4. Underwriters - For negotiated sales, underwriters will be required to demonstrate sufficient capitalization and experience related to the debt issuance in question. The Finance Director, in consultation with the Municipal Advisor, will establish a pool of qualified underwriters through a process consistent with the rules adopted by the County's LCRB and may designate one or more firms as eligible to be senior managers and one or more firms as eligible to be co-managers. Criteria to be used in the appointment of qualified underwriters will include:

- a. Quality and applicability of financing ideas;
- b. Demonstrated ability to manage the type of financial transaction in question;
- c. Demonstrated ability to structure debt issues efficiently and effectively;
- d. Demonstrated ability to sell debt across a wide span of investors;
- e. Demonstrated willingness to put capital at risk;
- f. Experience and reputation of assigned personnel;
- g. Past performance and references; and
- h. Fees and expenses.

5. Debt Issued Through Commercial Banks - The Finance Director, in consultation with the Municipal Advisor may solicit proposals from commercial banks to provide lines of credit, letters of credit, direct bank placements, and other credit facilities, as needed.

A bank or pool of banks will be selected through a process administered by the Finance Director consistent with the rules adopted by the County's LCRB.

Selection of such providers will be based upon the proposed financial terms deemed most

advantageous to the County, including, but not limited to lowest interest cost, prepayment flexibility, terms and structure, and fees.

6. Trustee and Paying Agent Services - The County Treasurer will recommend the use and selection of the Trustee and Paying Agent services as needed, based on a competitive solicitation or other list of qualified financial institutions maintained by the Treasurer and allowed by Oregon Revised Statutes.

L. Interfund Loans

An interfund loan is a transfer between funds, within Clackamas County or within an Agency, for an approved amount and a plan of repayment during a specified period of time.

Interfund loans are subject to the requirements of ORS 294.468 and designed to provide financing resources to address cash flow needs of the County.

Interfund loans can be of two types:

1. Capital Loan: a loan between County funds for the purpose of the design, acquisition, construction, installation, or improvement of real property.
2. Operating Loan: a loan between County funds for the purpose of paying operating expenses.

Interfund loan requests must be reviewed and approved by the Finance Director prior to a request for authorization by Board of County Commissioners. They are subject to the following requirements, including compliance with ORS 294.468:

- a. Loans will only be authorized after it has been demonstrated that reasonable consideration was given to other potential resources available to the department/fund requesting the loan.
- b. Interfund loans must be authorized by Board Resolution, stating the fund from which the loan is made, the destination fund, the purpose of the loan, the principal amount of the loan, the interest rate at which the loan shall be repaid, and a schedule for repayment of principal and interest.
- c. The interest rate on Capital and Operating Loans shall be set at the stated rate of interest paid by Oregon Local Government Investment Pool as reported by the County Treasurer at the time the loans are approved by the Board of County Commissioners, plus two percent (2% APR).
- d. Interfund loans cannot not be made from debt service reserve funds, or any other funds restricted by law, constitutional provisions, bond covenants, grantor requirements or other County restrictions.
- e. Capital Loans cannot not exceed 10 years.
- f. Operating Loans cannot extend beyond end of the subsequent fiscal year.
- g. Interfund loans may be repaid in advance without any additional accrual of interest

or other penalties.

- h. Performance of each interfund loan shall be monitored on an annual basis jointly between the County Finance Department and the department responsible for the fund receiving the loan.

M. Reporting Requirements

The Finance Director will report to the Board of County Commissioners on an annual basis the following information:

- a. A summary of outstanding debt obligations to include the series name, original amount of issuance, outstanding principal amount, issue date, maturity dates, interest rates, and annual debt service;
- b. The amount of the net variable rate obligation and percentage as compared to outstanding debt, if applicable;
- c. Other considerations if applicable, including (but not limited to): refunding opportunities, performance of variable rate obligations, and/or proposed new debt issuances.

VII. ACCESS TO POLICY

PowerDMS
County Intranet

VIII. ADDENDA

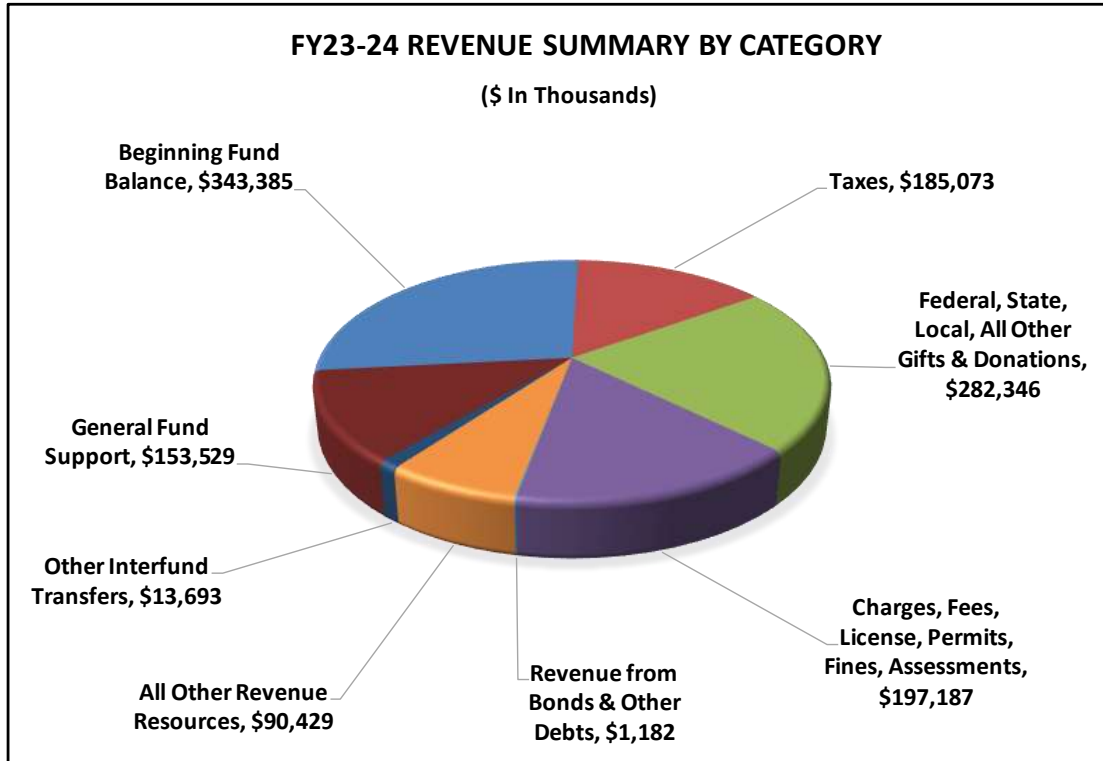
N/A

Actions on this Policy:

Original Policy effective date:

Amended Policy effective dates:

REVENUE (RESOURCE) ANALYSIS



Revenue (Resources) Category	FY22-23 Amended	FY23-24 Budget	\$ Change	% Change
Beginning Fund Balance	287,767	343,385	55,618	19.3%
Taxes	178,536	185,073	6,537	3.7%
Federal, State, Local, All Other Gifts & Donations	281,734	282,346	612	0.2%
Charges, Fees, License, Permits, Fines, Assessments	185,010	197,187	12,177	6.6%
Revenue from Bonds & Other Debts	16,765	1,182	(15,584)	-93.0%
All Other Revenue Resources	92,272	90,429	(1,843)	-2.0%
Other Interfund Transfers	7,124	13,693	6,569	92.2%
General Fund Support	155,272	153,529	(1,743)	-1.1%
Total Revenue (Resources)	1,204,481	1,266,824	62,344	5.2%

Below is a summary of four years of Clackamas County's financial resources and requirements. Audited figures are shown for FY20-21 and FY21-22. For FY22-23, both the amended budget (through March 2023) and projected figures are shown. Finally, the FY23-24 Proposed Budget is presented. Since actual data and budgets are shown, caution is recommended when comparing the budgeted spending plan. As the Beginning Fund Balance line indicates, not all resources are spent during a year and actual expenditures should be less than budgeted expenditures.

The Clackamas County budget for FY23-24 totals \$1.27 billion, which amounts to an increase of \$62.3 million or 5.2% from the FY22-23 Amended budget. This general overview is intended to provide brief explanations of the major categories reported and highlight significant changes with particular attention to differences between the two budget columns. More complete information about fund and department specific resources and expenditures are presented throughout the subsequent sections of this book.

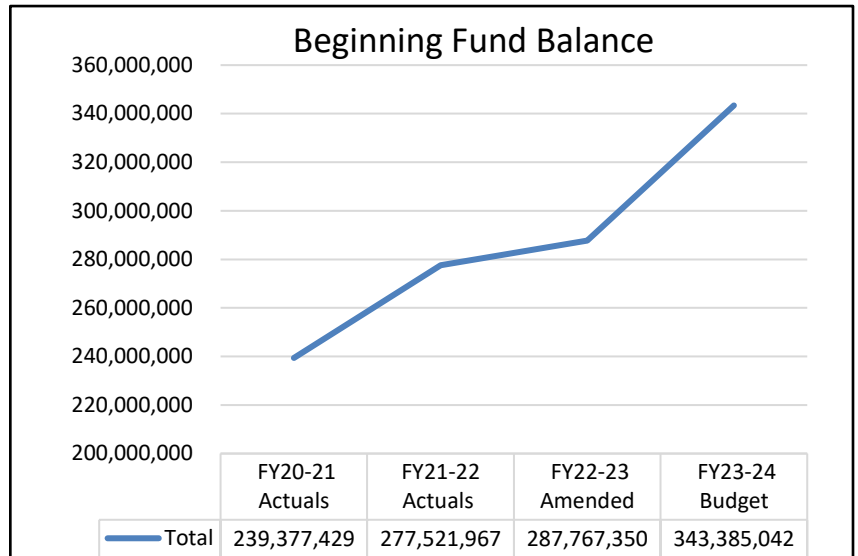
Summary of Resources and Requirements

Total Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended	FY22-23 Projected	FY23-24 Budget	\$ Change	% Change
Resources by Category							
Beginning Fund Balance	239,377,429	277,521,967	287,767,350	323,802,956	343,385,042	55,617,692	19.3%
Current Revenues							
Taxes	158,867,542	163,808,078	178,535,982	174,650,120	185,073,280	6,537,298	3.7%
Federal, State, Local, Other Donations	172,763,086	224,090,154	281,734,242	279,739,531	282,346,413	612,171	0.2%
Charges/Fees/License/Permits/Fines	165,263,961	175,857,791	185,010,462	176,938,108	197,187,451	12,176,989	6.6%
Revenue from Bonds & Other Debts	56,812,638	6,655,390	16,765,133	938,653	1,181,584	(15,583,549)	-93.0%
All Other Revenue Resources	79,508,505	80,570,901	92,271,520	84,672,682	90,428,859	(1,842,661)	-2.0%
Interfund Transfers	119,755,928	2,069,680	7,124,348	6,059,560	13,693,246	6,568,898	92.2%
General Fund Support *	-	139,366,663	155,271,722	152,615,168	153,528,518	(1,743,204)	-1.1%
Subtotal Current Revenues	752,971,661	792,418,656	916,713,409	875,613,822	923,439,351	6,725,942	0.7%
Total Resources	992,349,090	1,069,940,624	1,204,480,759	1,199,416,778	1,266,824,393	62,343,634	5.2%
Requirements by Category							
Personnel Services	299,195,596	309,237,803	372,171,597	323,388,992	379,828,165	7,656,568	2.1%
Materials & Services	181,194,326	199,818,452	248,424,010	223,187,024	280,575,707	32,151,697	12.9%
Capital Outlay	26,948,398	31,754,429	106,717,238	53,829,825	103,309,569	(3,407,669)	-3.2%
General Fund Support *	-	139,366,663	155,271,722	152,615,168	153,528,518	(1,743,204)	-1.1%
Subtotal Current Expenditures	507,338,321	680,177,348	882,584,567	753,021,009	917,241,959	34,657,392	3.9%
Debt Service	48,540,765	14,720,104	15,167,511	14,865,270	15,044,700	(122,811)	-0.8%
Special Payments	39,191,859	49,168,429	77,497,499	49,333,560	79,280,743	1,783,244	2.3%
Interfund Transfer	119,755,928	2,070,512	19,440,744	38,841,817	11,669,459	(7,771,285)	-40.0%
Contingency	-	-	98,459,722	-	121,154,983	22,695,261	23.1%
Appropriated Expenditures	714,826,873	746,136,392	1,093,150,043	856,061,656	1,144,391,844	51,241,801	4.7%
Reserve for Future Expenditures	-	-	96,353,008	-	93,134,122	(3,218,886)	-3.3%
Year End Projected Balance	-	-	-	343,355,124	-	-	-
Unappropriated Ending Fund Balance	-	-	14,977,708	-	29,298,426	14,320,718	95.6%
Total Requirements	714,826,873	746,136,392	1,204,480,759	1,199,416,779	1,266,824,392	62,343,633	5.2%
Full-Time Equivalents (FTE's)	2,271.6	2,358.9	2,478.5	2,478.5	2,394.1	(84.5)	-3.4%

*General Fund Support reflects the receipt and distribution of tax dollars to the operating departments which results in the duplication of revenue and expenses.

Beginning Fund Balance is the unspent dollars and savings from the previous year. It is a critical safety net for the County as it includes the reserves, which are a measure of financial strength and ability to meet future challenges and withstand emergencies. Preservation of fund balance reflects ongoing efforts on the part of County to curtail spending to preserve resources. Variations occur from year to year. For FY23-24, beginning fund balance is \$343.4 million. This is 19.3% higher than FY22-23.



Departments provide the estimates used to budget the beginning balances in their funds. They make their projections based on the most current information about year to date actual revenues and expenses. Budgets must be formulated for the coming fiscal year almost six months before the end of the current fiscal year. This makes it difficult to closely estimate the resources that will be available. Estimating can be particularly challenging for funds that undertake large construction projects.

Tax Revenue is budgeted to increase \$6.5 million, or 3.7%, for FY23-24 including delinquencies and penalties/interest.

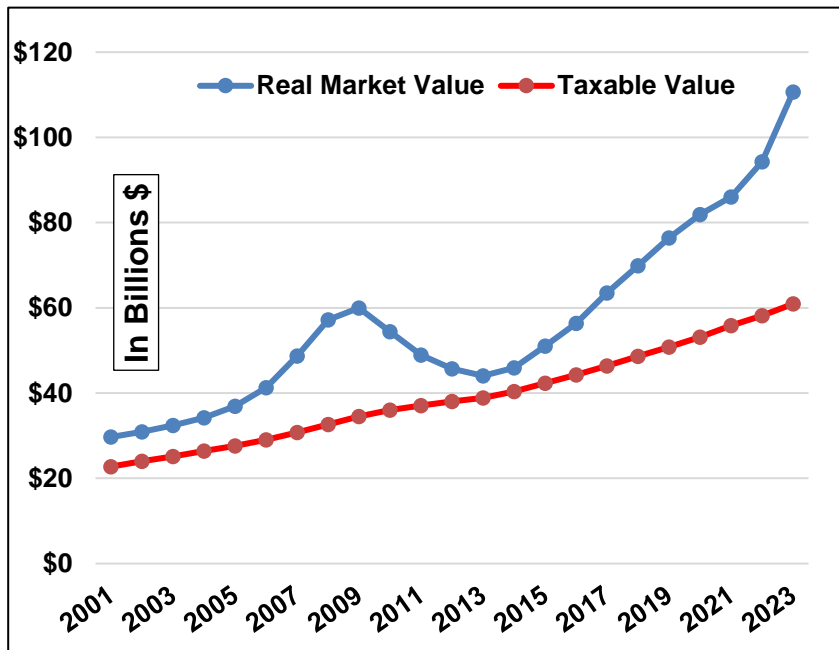
Property tax merits particularly careful analysis because it is the largest single source of County revenue. Property tax can be allocated where needed to fund operations that are necessary but don't generate their own revenue streams. Most other revenues such as gasoline tax and grants are restricted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

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

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

In November 2006 voters first approved a five year public safety local option levy of \$0.2480 per \$1000 of assessed value to pay for staff to reopen 84 jail beds, add patrol positions and expand enforcement efforts to combat methamphetamine abuse, child abuse and other crimes. This tax is in addition to that generated from the permanent tax rate and is dedicated to public safety. Voters have renewed the levy every five years (2011, 2016, and in 2021 approved an increase of \$0.368 per \$1,000 of assessed property value).

As of January 1, 2022, the most recent valuation date available, the market value of property in Clackamas County was \$110.7 billion. This is the sixth year the total has exceeded the previous high of \$60 billion which was reached in 2008. Six years ago, market value was 6.1% below the 2008 high value so the market has been improving.



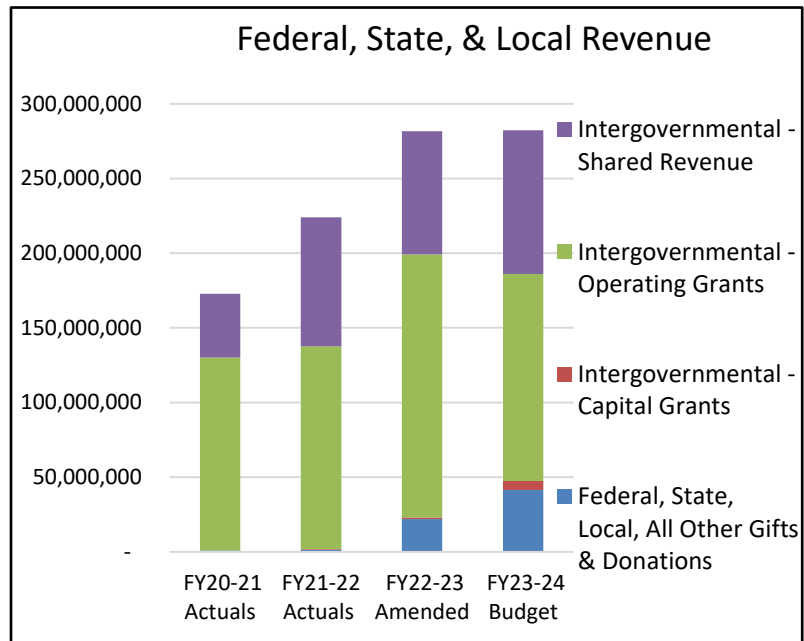
The assessed value of an average home is equal to about 55% of its real market value. The Assessor's value represents the property values as of the assessment date which is January 1, 2022 and reflects the change in value from January 1, 2021 to January 1, 2022.

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

year before Measure 50 went into effect.

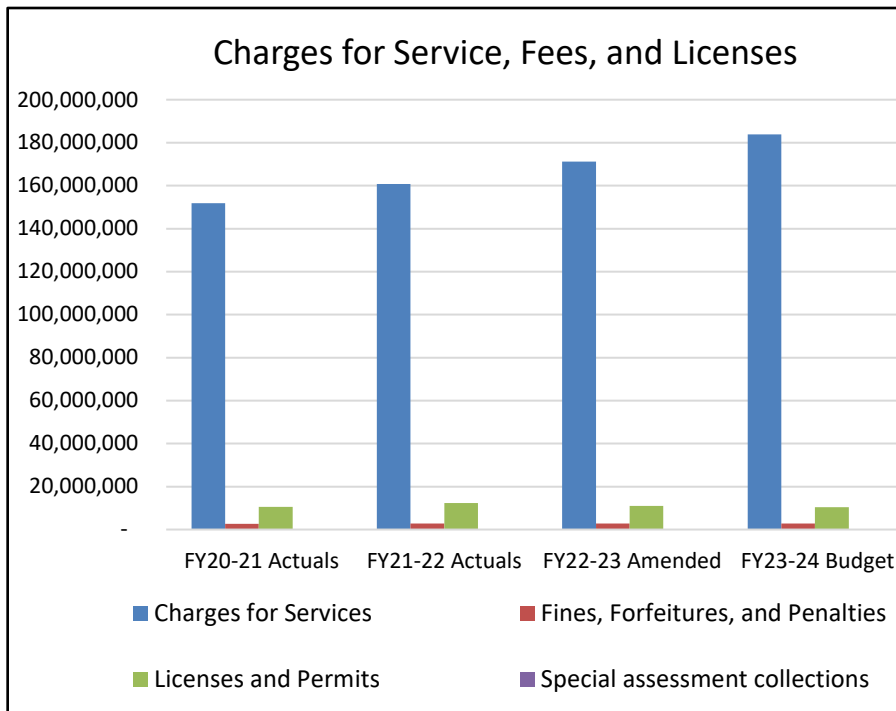
Federal, State, Local Revenue is budgeted to increase by \$0.6 million, or 0.2%. Clackamas County reports revenue from other jurisdictions in three classifications within this revenue category; Capital Grants, Operating Grants, and Shared Revenues. These moneys are alike in that they are provided (with the exception of shared revenue from federal lands) for the operation of specific programs mandated or otherwise designated by those jurisdictions. They make up 22% of total resources. Departments estimate the grant revenues they will receive based on the most current information provided to by their grantors.

Operating Grants – Budgeted at \$138.7 million in FY23-24, Operating Grants provide the largest share of support for designated activities. The FY23-24 budget represents a decrease of \$37.4 million from FY22-23. The budget decrease is driven by a decline in ARPA Special Grants Funds of \$35.2 million.



Shared Revenues - Shared Revenue refers to funds that are provided by cities, counties and regional agencies. The second largest share of this category is represented here. These sources combined add \$96.2 million in revenue to Clackamas County. This includes \$50 million of Metro Supportive Housing funds to Health, Housing, and Human Services and \$35.0 million for gas and state highway taxes. Also included in this revenue source for FY23-24 are liquor tax revenue and video lottery money for economic development activities.

Charges for Service, Fees, and Licenses provide 15% of Clackamas County’s resources and are budgeted to generate \$197.2 million in FY23-24 which is \$12.2million more than was budgeted in FY22-23. These revenues come from payments for services and support the units that provide those services.



Charge for Services – These are payments for services provided by County departments to residents or to other departments. The County policy on fees is that they should be in compliance with state statutes and County ordinances and set at a level sufficient to recover the total cost associated with the service provided. Charges may be set below cost if it is determined by the Commissioners to be in the best interest of the County. Charge for services are expected to bring in \$183.9 million to the County in FY23-24, an increase of \$12.7 million,

or 7.4%.

A significant portion of fee revenue comes from the County’s cost allocation process through which departments pay each other for centralized services; data processing, accounting, legal services and mailroom support. These revenues are generally calculated using historical costs and are recovered in arrears.

Another important component of Charges for Services revenue is within the Health Centers Fund totaling \$49.5 million in FY23-24, representing an increase of \$6.6 million from last year. This increase is driven by Medicaid fees and WRAP.

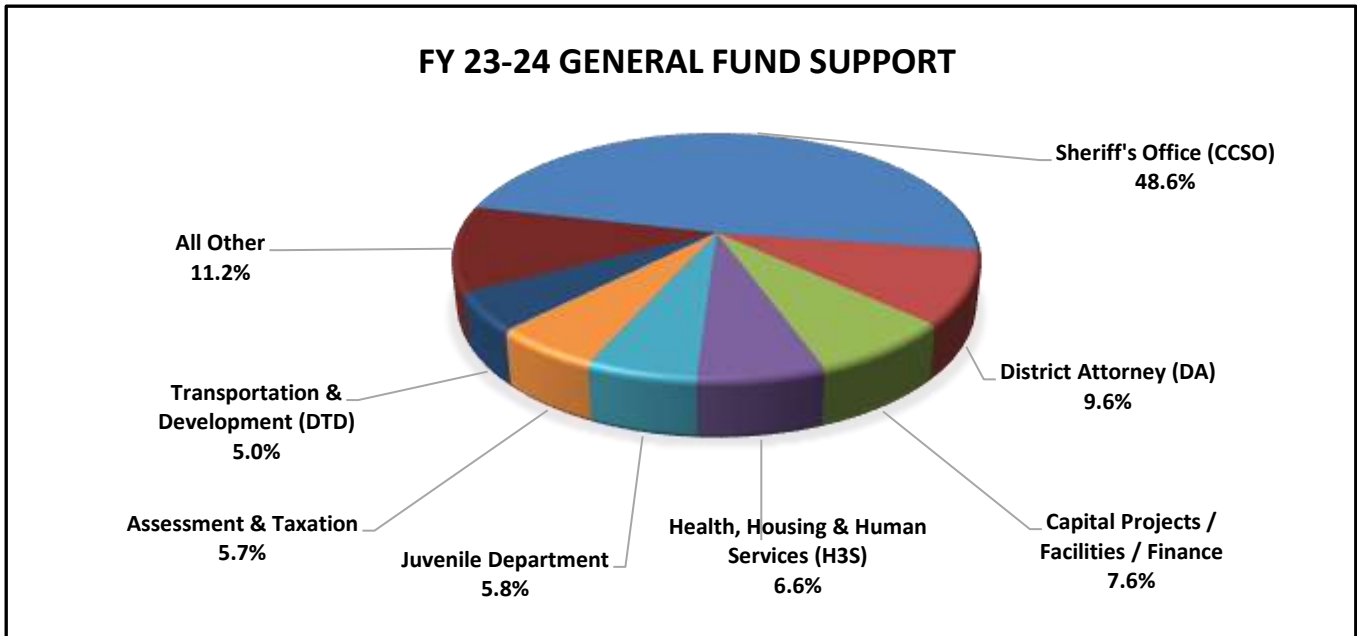
Licenses, Fees, and Fines – Represent the granting of authority to do something such as build a house or provide cable or garbage hauling service within the County’s jurisdiction. Countywide, this source is budgeted at \$13.3 million for FY23-24. The Development Services Fund within the Department of Transportation collects fees for building, electrical, plumbing and other permits totaling \$6.7M. Fines are included in this category, but the only significant source of fines is the Justice Court which is budgeted to collect about \$2.6 million during FY23-24.

Revenue from Bonds & Other Debts is budgeted at \$1.2 million in FY23-24 versus \$16.8 million in FY22-23. The decrease is driven by \$15.4M in Bond Sale Proceeds budgeted for the Gladstone and Oak Lodge library projects in FY22-23.

All Other Revenue Resources is budgeted at \$90.4 million. This category includes \$33.9 million of salary reimbursements from other agencies that depend upon the General County to process their payrolls. These personnel services costs are reimbursed dollar for dollar. The Sheriff also budgeted to receive \$6.7 million in salary reimbursements for employees funded by external entities. As in the General Fund, costs are reimbursed dollar for dollar. The Self-Insurance Fund has budgeted \$30.0

million in medical and other insurance coverage for employees. These contributions are determined in consultation with an actuary. Other revenue sources in this category include Transient Room Tax, Asset Sale Proceeds, and Franchise fees.

Interfund Transfers / General Fund Support are moneys sent from one County fund to another.



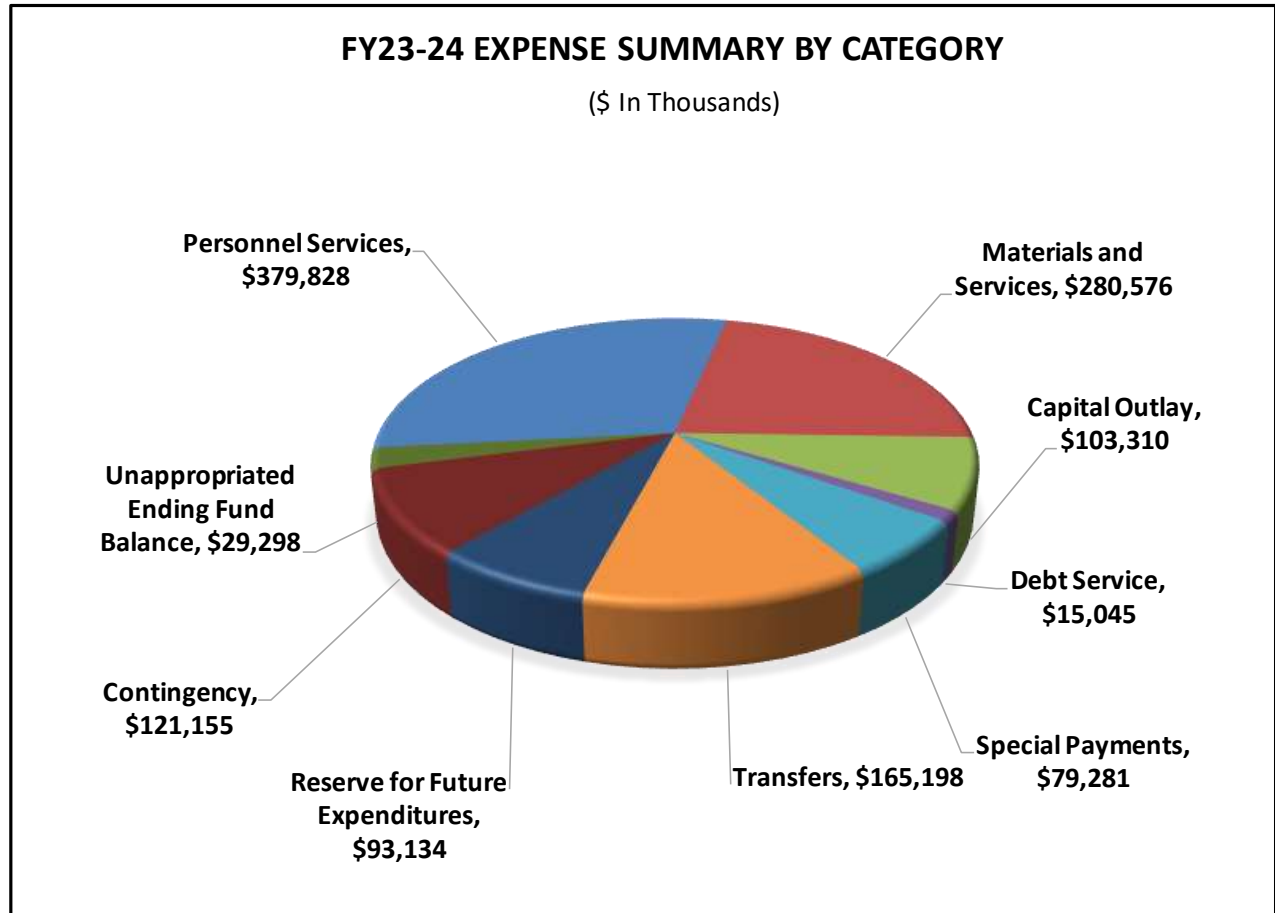
Presentation changes of these categories in FY21-22 are the result of the new county-wide chart of account implementation.

Most transfers originate in the General Fund and are labeled, "General Fund Support" to reflect the receipt and distribution of tax dollars to the operating departments which results in the duplication of revenues and expenses. General Fund Support is budgeted at \$153.5 million in FY23-24.

The largest recipients of General Fund Support include:

- Sheriff's Office at 48.6%, \$74.6 million;
- District Attorney at 9.6%, \$14.8 million;
- Health, Housing & Human Services at 6.6%, \$10.1 million.

EXPENSE ANALYSIS



Expense (Requirements) Category	FY22-23 Amended	FY23-24 Budget	\$ Change	% Change
Personnel Services	372,172	379,828	7,657	2.1%
Materials and Services	248,424	280,576	32,152	12.9%
Capital Outlay	106,717	103,310	(3,408)	-3.2%
Debt Service	15,168	15,045	(123)	-0.8%
Special Payments	77,497	79,281	1,783	2.3%
Transfers	174,712	165,198	(9,514)	-5.4%
Reserve for Future Expenditures	96,353	93,134	(3,219)	-3.3%
Contingency	98,460	121,155	22,695	23.1%
Unappropriated Ending Fund Balance	14,978	29,298	14,321	95.6%
Total Expense (Resquirements)	1,204,481	1,266,824	62,344	5.2%

Personnel Services budgeted to increase \$7.7 million or 2.1% for a total FY23-24 budget of \$379.8 million. Budgeted COLA increases in FY23-24 were 4.5%. Countywide changes in personnel are discussed in the Financial Summaries section and in greater detail as they relate to specific work units in the Budget by Department section. This budget includes a decrease of 93.7 full-time equivalent positions driven by a substantial decrease within H3S for limited term positions related to COVID-19 funding that is no longer available. Budgets for Personnel Services almost always exceed actual expenditures due to vacancies that occur during the year.

Materials and Services (M&S) are budgeted to increase \$32.2 million or 12.9% compared to the prior year's budget. This includes an increase of \$40.2 million for the H3S Housing & Community Development Line of Business related to the Metro Supportive Housing funds referenced in the above Revenue section. Allocated Costs are also included within this category and represent the spending through which county operations charge each other for services such as payroll processing, computer support and facilities maintenance. The Materials and Service category can be impacted by many factors, such as; personnel levels and weather related expenditures.

Capital Outlay budgeted at \$103.3 million is anticipated to decrease by 3.2% in FY23-24. Part of this decrease is driven by a \$15.0 million decrease in H3S's Housing & Community Development line of business. This category includes both capital purchases such as vehicles and projects such as bridge construction. Budgets in this category typically exceed actual costs as they are established at a level that provides sufficient authorization to allow work to proceed under the most favorable possible conditions during the construction season. Project funds not used by year-end can be re-budgeted for continuation the following year.

Debt Service has remained flat year over year with a \$15.0 million budget in FY23-24. This balance is comprised of principal payments of \$11.1 million and interest payments of \$3.9 million.

Special Payments of \$79.3 million in FY23-24 represents a \$1.8 million increase. This category represents payments to other organizations for which goods or services are not received in return, and year-over-year variances will occur as projects are undertaken and completed. This includes an increase of \$21.4 million for H3S' Housing & Community Development division related to the Metro Supportive Housing funds and payment to Housing Authority Clackamas County (HACC).

Interfund Transfers / General Fund Support are moneys sent from one County fund to another. Presentation changes of these categories in FY21-22 are the result of the new county-wide chart of account implementation. Most transfers originate in the General Fund and are disbursed to support operations in other funds. The receipt and distribution of these funds results in the duplication of revenues and expenses.

General Fund Support is budgeted at \$153.5 million. The largest recipients of General Fund Support include the Sheriff's Office at \$74.6 million, the District Attorney at \$14.8 million, and Health, Housing & Human Services at \$10.1 million.

Reserves and Contingency are two required budget categories. Reserves are funds set aside for future use and not intended to be spent during the current fiscal year. Reserves are budgeted to decrease in FY23-24 by \$3.2 million. Contingencies are funds set aside and available if needed for unforeseen circumstances that may arise in the current year. Contingencies are budgeted at \$121.2 million representing a \$22.7 million increase.

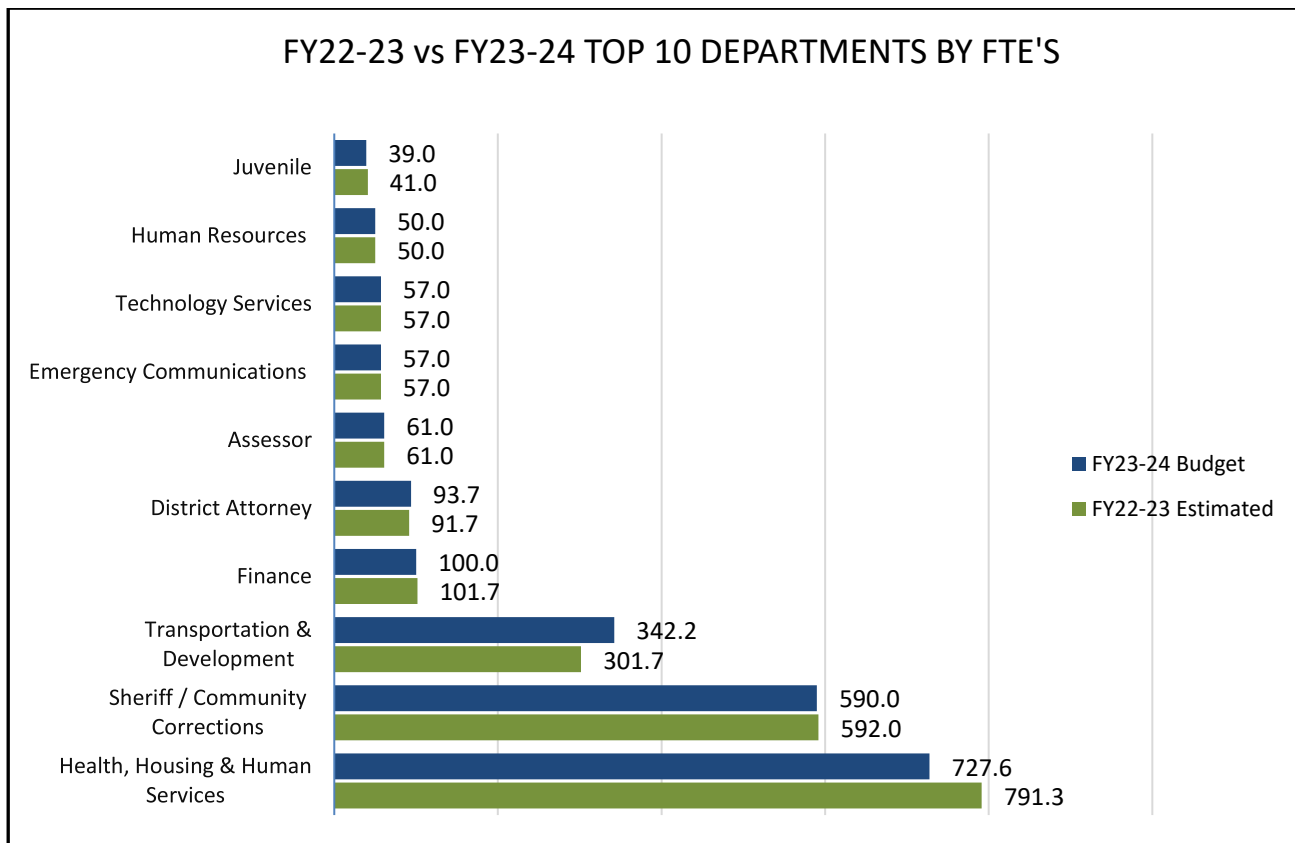
The increase in combined Reserves and Contingency is driven by the Health, Housing & Human Services (H3S) department in the amount of \$14.1 million, Non Departmental at \$6.5 million, and the Sheriff’s Office at \$2.9 million.

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

Summary of Full-Time Equivalents by Department

County Workforce Summary

The FY23-24 budget provides for 2,394.1 full-time equivalent positions (FTE). This is a decrease of 84.4 FTE from FY22-23 Amended Budget as of April 2023.



The largest employers are:

- Health, Housing and Human Services with 728 positions (30.4%). Health, Housing, and Human Services had previously increased positions substantially beginning in FY20-21 due to COVID-19 primarily in the Health Centers and Public Health Programs. Many of these positions were reduced in FY23-24.
- Sheriff/Community Corrections with 590 positions (24.6%). The number of filled positions budgeted is 504.
- Department of Transportation & Development with 342 positions (14.3%).

Included in the Non-Departmental & Pass-Through classification are 163 employees covered by payrolls processed by the General County for other County agencies. These are employees of Clackamas County but are paid for from separate agency budgets not included in this document.

Summary of Full-Time Equivalentents by Department

County Workforce Summary

Department	FY20-21 Actual	FY21-22 Actual	FY22-23 Estimated	FY23-24 Budget	% Total
Health, Housing & Human Services	671.0	719.7	791.3	727.6	30.4%
Sheriff / Community Corrections	555.1	557.0	592.0	590.0	24.6%
Transportation & Development	297.7	301.7	301.7	342.2	14.3%
Finance	97.7	99.7	101.7	100.0	4.2%
District Attorney	82.7	90.7	91.7	93.7	3.9%
Assessor	60.0	61.0	61.0	61.0	2.5%
Emergency Communications	53.8	56.0	57.0	57.0	2.4%
Technology Services	56.0	58.0	57.0	57.0	2.4%
Human Resources	43.0	45.0	50.0	50.0	2.1%
Juvenile	47.0	45.0	41.0	39.0	1.6%
Public & Government Affairs	22.0	24.5	24.5	22.0	0.9%
General County Administration	19.8	22.3	21.8	19.8	0.8%
Clerk	19.0	19.0	19.0	19.0	0.8%
Disaster Management	11.8	17.8	19.7	14.5	0.6%
County Counsel	12.8	12.8	12.8	12.8	0.5%
Tourism & Cultural Affairs	4.0	7.5	9.7	9.7	0.4%
Treasurer	7.0	7.0	7.0	7.0	0.3%
Justice Court	7.0	7.0	7.0	7.0	0.3%
Law Library	2.4	2.4	2.4	2.3	0.1%
Business & Community Services	42.5	43.5	43.5	-	0.0%
Resolution Services	9.1	6.8	6.2	-	0.0%
Miscellaneous & Pass-Through	150.3	154.5	160.5	162.5	6.8%
Total Budgeted Full-Time Equivalentents (FTE's)	2,271.6	2,358.9	2,478.5	2,394.1	100%

Fund balance is the difference between accumulated resources and the requirements charged against them over the life of a fund. The fund balance at the end of one fiscal year is what is left to be carried forward to the following year. In keeping with Oregon Budget Law, Clackamas County does not budget ending fund balances. Although not budgeted, the end of the year financial position can be expected to equal actual revenues less actual expenditures during the year plus the ending balances in the reserve and contingency categories. Reserve and contingency estimates are included as expenditures when balancing the budget but charges are not made directly to these categories. Reserves are specifically held for future years and the Board of County Commissioners can approve the transfer of contingency in various funds as needed to meet unforeseen needs that arise during the year. Experience has shown that some such transfers will be made each year.

The table that accompanies this discussion is an attempt to estimate the minimum ending fund balance for each fund at June 30, 2024, based upon the current budget. These are moneys that should be available for the FY23-24 budget year given several critical assumptions. This estimate is predicated upon the following:

- *The estimated beginning fund balance is accurate* - As is explained in the Revenue Analysis section, this is a projection which is being made with the best information available at the time the budget was formulated. Not all transactions and end of year adjustments for FY22-23 have been recorded and the books have not yet been audited.
- *New revenues will be recognized during the fiscal year* - Undoubtedly, additional resources will become available, primarily through new grants, and may be recognized. To the extent that they are recognized but not entirely needed, they will be added to the ending balance.
- *Current revenues will come in and current expenditures will be made as budgeted* - Again, actual experience is certain to be different than the budget. The budget is a plan representing the most that can be spent.
- *No contingency or reserve amounts will be spent* – Some transfers from contingency may be required.
- Per these assumptions, actual ending fund balances for FY22-23 should exceed the projections. The following table is a countywide summary. More complete information for each fund is available in the “Budget by Fund” section.

Summary of Resources and Requirements

Estimated Year End Financial Position

Fund	Beginning Fund Balance 07/01/2023	Revenues (Increases)	Expenses (Decreases)	Ending Fund Bal 06/30/2024	% Change
100-General Fund	87,303,543	397,352,269	398,584,573	86,071,238	-1%
201-County Fair Fund	324,162	5,604,766	5,660,402	268,526	-17%
204-County School Fund	142,821	500,000	642,821	-	-100%
205-Development Services Fund	11,234,875	7,835,875	11,143,679	7,927,071	-29%
206-Sheriff's Operating Levy	6,610,707	24,050,000	23,544,046	7,116,661	8%
208-Lottery Fund	6,407,579	3,607,558	4,642,233	5,372,903	-16%
211-Law Library Fund	192,543	366,006	458,549	100,000	-48%
212-Library Network	6,818,540	13,156,627	16,875,543	3,099,625	-55%
215-Road Fund	48,147,496	80,257,270	95,794,668	32,610,097	-32%
218-Property Resources Fund	2,380,168	695,711	1,050,759	2,025,120	-15%
223-Countywide Transportation SDC Fund	17,776,800	1,922,200	4,358,199	15,340,801	-14%
224-Public Land Cor Pres Fund	1,044,189	404,280	1,068,727	379,742	-64%
230-Special Grants Fund	300,000	32,369,360	32,669,360	-	-100%
240-Health Housing & Human Services Fund	74,660,829	162,395,271	216,988,181	20,067,919	-73%
253-Clackamas Health Centers	16,771,886	55,656,890	55,656,890	16,771,886	0%
255-Transient Lodging Tax Fund	7,126,829	5,673,961	7,813,048	4,987,742	-30%
257-Parks & Forestry Fund	3,162,124	5,442,372	4,830,941	3,773,554	19%
320-Clackamas County Debt Service	-	9,463,300	9,463,300	-	-
321-Clackamas County Debt Service - GO	233,700	5,347,700	5,581,400	-	-100%
420-Capital Projects	7,556,396	15,280,606	20,837,002	2,000,000	-74%
601-Stone Creek Golf Course	2,659,381	3,290,801	5,010,783	939,399	-65%
602-Clackamas Broadband Utility	45,000	2,726,091	2,716,034	55,057	22%
605-911 Center Fund	3,055,304	11,103,365	11,683,862	2,474,807	-19%
744-Facilities Management Fund	209,897	15,635,577	15,574,697	270,776	29%
747-Technology Services Fund	2,103,000	18,203,797	18,970,643	1,336,155	-36%
760-Self-Insurance Fund	25,476,496	31,627,866	37,793,154	19,311,208	-24%
761-Risk Management Claims Fund	11,169,390	6,050,378	6,436,325	10,783,443	-3%
770-Fleet Services Fund	471,387	7,419,454	7,387,040	503,801	7%
Grand Total	343,385,042	923,439,351	1,023,236,861	243,587,531	-29%

COUNTY DEBT SUMMARY

The County follows ORS 287A provisions which sets debt limits based upon real market value. As of June 30, 2023, real market value of the taxable property in the County is \$110.7 billion. The table below shows the breakdown of outstanding debt and the percent of capacity issued by the County.

Clackamas County Outstanding Long-Term Debt

	Date of Issue	Date of Maturity	Amount Issued	Amount Outstanding
<u>General Obligation Debt</u>				
2016B (Tax-Exempt)	9/29/2016	6/1/2031	53,155,000	42,365,000
<u>Full Faith and Credit Debt</u>				
2012 Refunding (PSB and Sheriff)	9/6/2012	1/1/2033	18,750,000	11,195,000
2018 Refunding (DSB)	2/16/2018	6/1/2027	28,255,000	12,750,000
2020 Refunding (Jail, Red Soils, Light Rail)	8/20/2020	6/1/2029*	26,690,000	20,790,000
2020 Obligation (DTD)	8/20/2020	6/1/2040	20,000,000	18,000,000
			<u>93,695,000</u>	<u>62,735,000</u>

*2020 Refunding (Light Rail) \$7.1M balloon payment in FY27/28

Clackamas County Debt Capacity

Measure 5 Real Market Value ⁽¹⁾ (FY22-23)	<u>\$110,650,336,110</u>				
	Debt Limit (% of RMV)	Total Debt Capacity	Outstanding Debt Subject to Limit	Remaining Legal Capacity	% of Capacity Issued
General Obligation Bonds ⁽²⁾	2%	\$2,213,006,722	42,365,000	2,170,641,722	1.9%
Limited Tax Pension Bonds ⁽³⁾	5%	\$4,095,424,126	-	4,095,424,126	0.0%
Limited Tax Obligations ⁽⁴⁾	1%	\$1,106,503,361	62,735,000	1,043,768,361	5.7%

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

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

(3) The County has no pension bonds outstanding.

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

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

- 2016 GO Bonds: In 2016, the County issued \$59.0 million in general obligation bonds approved by voters in May 2016 to finance the replacement of first responders’ emergency radio communications system to expand coverage and provide disaster reinforcement. The projected levy will not exceed 10 cents per \$1,000 of assessed value. The outstanding balance is \$42.4 million to be repaid in 2031.

Full Faith and Credit Debt: Local governments may pledge their full faith and credit for “limited tax bonded indebtedness” or “full faith and credit obligations”.

- 2012 Refunding Bonds: The County issued debt in 2003 to construct a new Public Services Building and update the Emergency Operations Center located on the County’s Property in Oregon City. The County also purchased the Public Safety Training Center from Clackamas County Sheriff’s Office and other law enforcement agencies as well as a public shooting range. These two issues were refunded in 2012 and this new combined debt has \$11.2 million outstanding, with final payment due in 2033.
- 2018 Refunding Bonds: In 2007, the county issued bonds to build a second building for county offices on the Red Soils property in Oregon City and construct other improvements to the campus as provided for in the Master Plan. The Development Services Building and campus improvements were completed in 2008. The debt was refunded in 2018 to reduce interest expense. The outstanding balance is \$12.8 million with final maturity in 2027.
- 2020 Refunding Bonds (original issuance was 2009): In 2009, debt of \$34.8 million was issued to finance remodeling, and repurposing facilities used by the Sheriff Department and reimburse project costs at the Development Services Building. The County-owned Brooks Building (formerly known as the Sunnybrook Service Center) was remodeled for use as a central Sheriff’s Office in the Clackamas area. At the existing jail, facility improvements, 50 additional beds, and a medical care unit were added. In 2010, a warehouse was purchased adjacent to the Red Soils campus which now houses an evidence processing facility. The outstanding balance of \$12.9 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2029.
- 2020 Refunding Bonds (original issuance was 2012): In 2012, Clackamas County issued a \$20.1 million bond to finance its share of the Portland-Milwaukie Light Rail project. The balance of \$10.0 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2028. A \$6.8 million balloon payment is due in 2028.

The following table summarizes debt service obligations for General Obligation and Full Faith and Credit debt:

FY Debt Service	Total Debt Service (DS)		Total DS
	Principal	Interest	
23-24	11,115,000	3,929,613	15,044,613
24-25	11,530,000	3,385,213	14,915,213
25-26	12,315,000	2,848,363	15,163,363
27-28 to 39-40	57,045,000	5,343,869	62,388,869
Total	105,100,000	17,781,669	122,881,669



County Administration

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
County Administration	Groundbreaking on Clackamas County Replacement Courthouse
	Supported the Board of County Commissioners by processing over 700 agreements, contracts, board orders, resolutions, ordinances and other documents requiring Board action
Performance Clackamas	Worked with all departments to revamp plans, which are ready for final approval by the County Administrator.
Equity, Diversity and Inclusion Office	Indigenous People’s Day event held in October with 800 – 1000 participants
	Administered American Recovery Plan Act dollars for non-profit capacity building and for basic needs assistance.

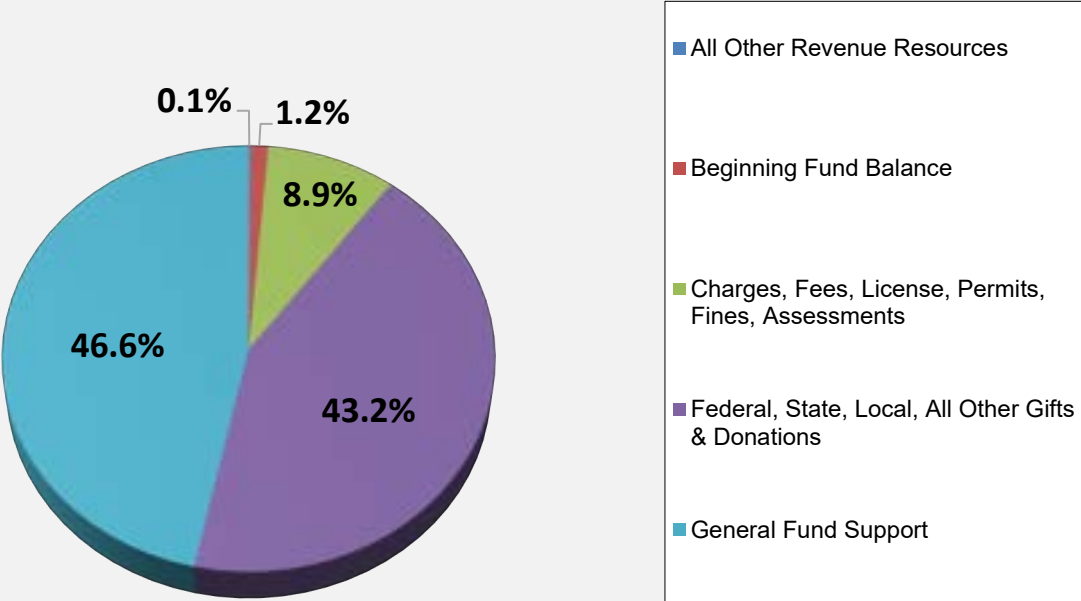
Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Office of County Administrator	By 2023 build a replacement courthouse	Board Approval	Financial Close	Begin build	55% build
Equity Inclusion Office	By 2023, 80% of County Managers/Supervisors will complete both: A) The EDI Foundational Training B) Manager/Supervisor Training	80% Not started	Completed 80%	Completed Starting Process	Completed 80%
Performance Clackamas	% Department performance measures that have current data in the dashboard.	28%	80%	90%	90%

Program Profiles: FY23-24 Summary

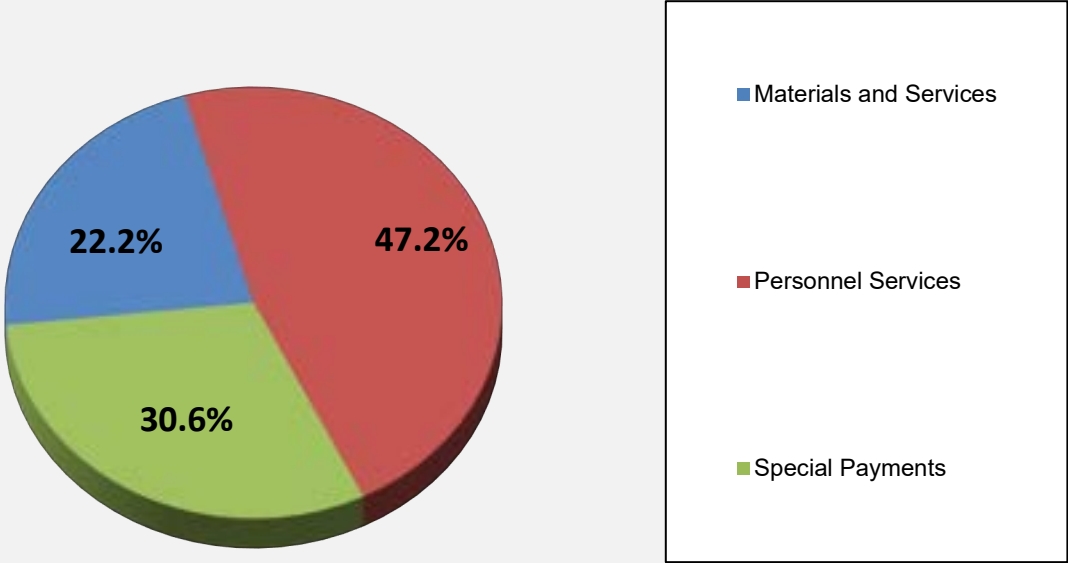
Line of Business	Program Name	BCC Priority	Total Funds	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed / Improve
County Administration	Office of County Administrator	Accountable Government	\$2.9M	94%	6%	County Code	100	
	Equity, Diversity, and Inclusion	Accountable Government	\$4.4M	1%	81%	None	100	
	Performance Clackamas	Accountable Government	\$0	0%	0	None	100	
	Board of County Commissioners	Accountable Government	\$1.2M	100%	0	County Code/State Statute	100	N/A

FY23-24 Revenue and Expenses

Revenues



Expenses





County Administration (12)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA Fund (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
County Administration Line of Business	Office of County Administrator	2,688,836	171,464	2,860,300	2,688,836	11.0	
County Administration Line of Business	Equity, Diversity & Inclusion	828,403	3,624,973	4,453,376	60,757	3.8	
County Administration Line of Business	Performance Clackamas	-	-	-	-	0.0	
County Administration Line of Business	BCC Office	1,233,694		1,233,694	1,233,694	5.0	
TOTAL		4,750,933	3,796,437	8,547,370	3,983,287	19.8	
		<i>FY 22-23 Budget (Amended)</i>	5,904,600	4,682,575	10,587,175	4,853,900	21.8
		<i>\$ Increase (Decrease)</i>	-1,153,667	-886,138	-2,039,805	-870,613	(2.0)
		<i>% Increase (Decrease)</i>	-19.5%	-18.9%	-19.3%	-17.9%	-9.2%

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

12-County Administration / 100-General Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	-	-	95,000	-	-	-
Federal, State, Local, All Other Gifts & Donations	8,042	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	2,125,218	1,350,617	1,050,700	1,050,700	757,646	(293,054)	-28%
All Other Revenue Resources	5,001	100,635	-	40,000	10,000	10,000	-
Other Interfund Transfers	280,508	-	-	-	-	-	-
General Fund Support	-	4,336,288	4,853,900	4,743,850	3,983,287	(870,613)	-18%
Operating Revenue	2,418,769	5,787,541	5,904,600	5,834,550	4,750,933	(1,153,667)	-20%
Total Revenue	2,418,769	5,787,541	5,904,600	5,929,550	4,750,933	(1,153,667)	-20%
Personnel Services	2,393,142	3,757,994	3,961,618	3,914,122	3,739,882	(221,736)	-6%
Materials and Services	242,973	1,092,639	1,345,510	1,405,957	895,306	(450,204)	-33%
Capital Outlay	-	-	14,472	26,471	-	(14,472)	-100%
Operating Expenditure	2,636,114	4,850,633	5,321,600	5,346,550	4,635,188	(686,412)	-13%
Special Payments	-	709,162	583,000	583,000	115,744	(467,256)	-80%
Total Expense	2,636,114	5,559,795	5,904,600	5,929,550	4,750,932	(1,153,668)	-20%
Revenues Less Expenses	(217,346)	227,746	-	-	-		

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

*General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.

**12-County Administration / 230-Special Grants Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	19,355	4,682,575	2,682,575	3,693,558	(989,017)	-21%
Operating Revenue	-	19,355	4,682,575	2,682,575	3,693,558	(989,017)	-21%
Total Revenue	-	19,355	4,682,575	2,682,575	3,796,437	(886,138)	-19%
Personnel Services	-	15,890	182,575	182,575	296,438	113,863	62%
Materials and Services	-	3,465	1,500,000	1,000,000	1,000,000	(500,000)	-33%
Operating Expenditure	-	19,355	1,682,575	1,182,575	1,296,438	(386,137)	-23%
Special Payments	-	-	3,000,000	1,500,000	2,500,000	(500,000)	-17%
Total Expense	-	19,355	4,682,575	2,682,575	3,796,438	(886,137)	-19%

Revenues Less Expenses

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

11-Board of County Commissioners / 100-General Fund Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget ;
Personnel Services	833,486	-	-	-	-	-	-
Materials and Services	1,049,710	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expenditure	1,883,196	-	-	-	-	-	-
Total Expense	1,883,196	-	-	-	-	-	-
Revenues Less Expenses	(1,883,196)	-	-	-	-	-	-

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*



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County Administration (12)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA Fund (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
County Administration Line of Business	Office of County Administrator	2,688,836	171,464	2,860,300	2,688,836	11.0	
County Administration Line of Business	Equity, Diversity & Inclusion	828,403	3,624,973	4,453,376	60,757	3.8	
County Administration Line of Business	Performance Clackamas	-		-	-	0.0	
County Administration Line of Business	BCC Office	1,233,694		1,233,694	1,233,694	5.0	
TOTAL		4,750,933	3,796,437	8,547,370	3,983,287	19.8	
		<i>FY 22-23 Budget (Amended)</i>	5,904,600	4,682,575	10,587,175	4,853,900	21.8
		<i>\$ Increase (Decrease)</i>	-1,153,667	-886,138	-2,039,805	-870,613	(2.0)
		<i>% Increase (Decrease)</i>	-19.5%	-18.9%	-19.3%	-17.9%	-9.2%

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



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 for FY23-24 \$2,860,300 (including ARPA fund \$171,465) This is a decrease of \$1,197,607 from FY22-23. During FY22-23 significant progress was made towards overall employee engagement goals. BCC surveys have not been completed as of December 31, 2022 but we hope to complete them prior to the end of the FY and renew our focus in the coming FY.

Key Performance Measures

		FY 21 - 22 Actual	FY 21-22 Actual	FY 22/23 Target	FY 22/23 Actuals as of 12/31/22	FY 23-24 Target
Result	By 2020 90% of BCC Members agree they receive timely strategic counsel from Departments	Not measured	Actual	90%	Not measured	90%
Result	By 2020 BCC Members agree that 90% of departments are responsive to their requests for information in a timely manner.	Not measured	Not measured	90%	Not measured	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.	18%	87%	Complete	Complete	Complete

Programs Include

Mandated Services Y

Shared Services N

Grant Funding N

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



1201-County Administration Line of Business

120101-Office of County Administrator
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	102,879	102,879	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	8,042	3,465	60,000	60,000	68,585	8,585	14%
Charges, Fees, License, Permits, Fines, Assessments	2,125,218	1,350,617	1,050,700	1,050,700	-	(1,050,700)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	5,001	1,762	-	-	-	-	-
Other Interfund Transfers	280,508	-	-	-	-	-	-
General Fund Support	-	2,734,843	2,947,207	2,947,203	2,688,836	(258,371)	-9%
Operating Revenue	2,418,769	4,090,688	4,057,907	4,057,903	2,757,421	(1,300,486)	-32%
Total Revenue	2,418,769	4,090,688	4,057,907	4,057,903	2,860,300	(1,197,607)	-30%
Personnel Services	2,393,142	2,269,897	2,336,645	2,349,145	2,300,265	(36,380)	-2%
Materials and Services	242,973	987,360	1,123,790	1,099,287	444,291	(679,499)	-60%
Capital Outlay	-	-	14,472	26,471	-	(14,472)	-100%
Operating Expense	2,636,114	3,257,257	3,474,907	3,474,903	2,744,556	(730,351)	-21%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	709,162	583,000	583,000	115,744	(467,256)	-80%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,636,114	3,966,419	4,057,907	4,057,903	2,860,300	(1,197,607)	-30%
Revenues Less Expenses	(217,346)	124,268	-	-	-		

Notes:

Shifted 30% of 1 FTE's time from GF 120103 to Fund 230 in 120101.



County Administration
Equity, Diversity & Inclusion

Purpose Statement

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

Performance Narrative Statement

The Equity and Inclusion Office (EIO) has made great strides in achieving both its internal and external goals. Guided by four internal priorities, the performance results below more accurately reflect the work of the EIO. The four internal priorities include: 1. Implement County-wide equity, diversity and inclusion training, 2. Create a clear structure to address workplace concerns, 3. Build more community and connection among employees, 4. Review and update recruitment, retention and hiring practices.

Training: A previous result touched on discrimination and harassment training that falls within the Human Resources portfolio. The EIO created a foundational training result that was specifically addresses equity, diversity and inclusion. Managers and supervisors participated in the foundational training first in preparation for the material in the manager/supervisor specific training. About 200 managers have completed the foundational training. The EIO has a training schedule planned for the next several years to provide the foundational training to the just over 2,000 employees.

EDI committees: Having EDI committees established in each department is a natural progression from the previous result where all departments submitted their EDI plans. These committees will support the departments in achieving the goals of their plans.

Accomplishments:

*Most of the cities and some organizations contributed towards the racial research justice study covering almost half of the cost of the project. There are many stakeholders and invested participants in support of the work.

*EIO collaborated with members of Indigenous community and Clackamas Community College to host the first Indigenous People's Day event.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22/23 Actuals as of 12/31/22	FY 23-24 Target
Result	By 2025, Departments with 10 or more FTE will have established EDI committees and all departments will have a representative on the Interdepartmental EDIC Group*	NA	NA	25%	21%	25%
Result	By 2023, 80% of county managers/supervisors will complete both: a) EDI foundational training and b) Manger/Supervisor training.**	NA	a) 80% b)Not started	a) Completed b) 80%	a. 80% b. Starting Process	a)complete d b) 60%
Result	By 2022, 80% of county employees will participate in an Equity, Diversity and/or Inclusion training. **	NA	NA	NA (See Narrative)	94 staff	350 staff

* At the end of FY21/22 the previous result which read, "By 2024, 100% of appointed Departments will have department EDI council/committees established." was rephrased to add clarity and will create better opportunities for tracking.

** This new Result reflects our progress through the EDI training plan and rollout coming out of Equity and Inclusion office.

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explanation of mandated services: County Title III (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.



1201-County Administration Line of Business

120102-Equity, Diversity & Inclusion
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	95,000	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	15,890	4,622,575	2,622,575	3,624,973	(997,602)	-22%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	757,646	757,646	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	98,870	-	40,000	10,000	10,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	588,021	755,333	694,783	60,757	(694,576)	-92%
Operating Revenue	-	702,781	5,377,908	3,357,358	4,453,376	(924,532)	-17%
Total Revenue	-	702,781	5,377,908	3,452,358	4,453,376	(924,532)	-17%
Personnel Services	-	519,633	699,858	699,858	735,884	36,026	5%
Materials and Services	-	86,272	1,678,050	1,252,500	1,217,492	(460,558)	-27%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	605,905	2,377,908	1,952,358	1,953,376	(424,532)	-18%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	3,000,000	1,500,000	2,500,000	(500,000)	-17%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	605,905	5,377,908	3,452,358	4,453,376	(924,532)	-17%
Revenues Less Expenses	-	96,875	-	-	-	-	-

Notes:

Moved to new County Allocation Model



County Administration
Performance Clackamas

Department Budget Summary

The purpose of the Performance Clackamas program is to provide strategic performance management and support services to the Board of County Commissioners and County departments so they can achieve the strategic goals set by the Board of County Commissioners and through department strategic business plans.

Performance Narrative Statement

The Performance Clackamas Program met targets this year and we expect that trend to continue. After a very successful transition from an external data tracking mechanism to an internally developed Power BI. The new system allows for easy tracking of Department data and analysis which in turn creates a new level of transparency and brings us closer to our goal of developing forward facing data that is accessible to the public. This program also created data collection systems that ensure each data submission is complete and consistent.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 21/22 Actuals as of 12/31/22	FY 23-24 Target
Result	% Department performance measures that have current data reported in the dashboard	28%	28%	80%	90%	90%
Result	% Departments that have current analysis narratives for strategic key results ready to review with the County Administrator at quarterly check-ins	<25%	27%	85%	27%	85%
Result	By 2022, 100% of the County Budget will be tied to measurable results and outcomes	75%	100%	75%	100%	75%
Result	By 2024, 75% of Clackamas County's Strategic Results will be achieved, including annual targets in the Strategic Plan	50%	Not measured	75%	Not measured	75%

Program includes:

Mandated Services N

Shared Services N

Grant Funding N



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	157,518	159,299	99,303	-	(159,299)	-100%
Operating Revenue	-	157,518	159,299	99,303	-	(159,299)	-100%
Total Revenue	-	157,518	159,299	99,303	-	(159,299)	-100%
Personnel Services	-	150,918	159,299	99,303	-	(159,299)	-100%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	150,918	159,299	99,303	-	(159,299)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	150,918	159,299	99,303	-	(159,299)	-100%

Revenues Less Expenses - 6,600 - - -

Notes:
 Shifted 30% of 1 FTE's time from Performance Clackamas to Fund 230 in program 1201.



Commissioners
Board of County Commissioners

Purpose Statement

The Board of County Commissioners sets the strategic vision and policy for Clackamas County government.

Performance Narrative Statement

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22/23 Actuals as of 12/31/22	FY 23-24 Target

Program includes:

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	3	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	855,906	992,061	1,002,561	1,233,694	241,633	24%
Operating Revenue	-	855,909	992,061	1,002,561	1,233,694	241,633	24%
Total Revenue	-	855,909	992,061	1,002,561	1,233,694	241,633	24%
Personnel Services	-	833,434	948,391	948,391	1,000,171	51,780	5%
Materials and Services	-	22,472	43,670	54,170	233,523	189,853	435%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	855,906	992,061	1,002,561	1,233,694	241,633	24%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	855,906	992,061	1,002,561	1,233,694	241,633	24%

Revenues Less Expenses

- - - - -

Notes:
 Shifted Travel, Dues & Memberships, and Hospitality to BCC from Office of the County Administrator.



COUNTY COUNSEL

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
Litigation	<ul style="list-style-type: none"> Processed, investigated, and defended over 80 formal legal claims alleged or filed against the county. This work included defending 41 tort claim notices, 40 active litigation cases in the state and federal courts, and multiple land use appeals.
Labor & Employment	<ul style="list-style-type: none"> Provided legal guidance and advice to internal partners to implement newly enacted state legislation to operationalize Paid Leave Oregon. This work included revamping and rewriting numerous county Employee Policy and Practice policies.
Legal Support – Transactional	<ul style="list-style-type: none"> Consulted and collaborated with WES to develop design-build construction contract templates and created implementing rules and regulations. Facilitated contract negotiations related to the construction for the County’s new Transportation Maintenance facility and the transfer of the Abernathy property to a private sector developer Provided legal advice and guidance in the procurement and closing on the multi million-dollar Courthouse project. Worked with the contractor and state to refine the design and enhance the proposed building while further reducing costs. Efforts are underway to secure the additional funding and reduce the county’s financial commitment. Worked alongside HR and the Treasurer to implement an online, anonymous system for the public and employees to report privacy concerns using Ethics Point, which is a HIPAA and privacy breach reporting software. Reviewed 2,020 contracts, Intergovernmental Agreements, and Memorandums of Understanding for county departments.
Legal Support – Advisory	<ul style="list-style-type: none"> Defended all regulatory review and administration of all Special District, Authority and County Service District boundary change petitions. Provided new employee training on public records, public meetings, ethics law, and political campaigning by public employees. Consulted and advised on the expansion of the Neighborhood Livability Act to include involvement by community members and organizations to begin the clean up of homeless camps. Engaged in over 2,700 legal consultation to county departments.

Performance Clackamas

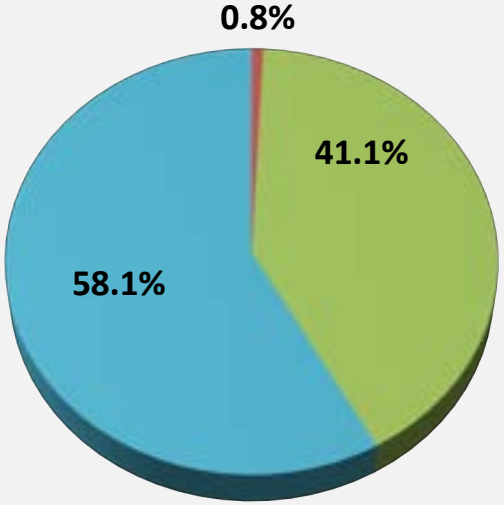
Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Litigation & Labor/ Litigation	% of directors, managers or supervisors will receive post-event debriefing from County Counsel for cases in which verdicts or settlements exceed \$50,000	100%	90%	100%	100%
	% of grievance arbitrations found in the County's favor	100%	50%	100%	75%
Legal Support/ Transactional	90% of contracts receive initial review by County Counsel within 14 days of receipt	100%	90%	100%	95%
Legal Support/ Advisory	90% of clients receive an initial response from County Counsel to requests for advice within 7 days.	100%	90%	100%	100%
Office of County Counsel	80% of County Counsel staff will attend educational programs on emerging legal issues.	80%	80%	80%	90%

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/NA	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Legal Support	Legal Support	Build Public Trust through Good Government	\$1.18M	27%	N/A	ORS 468B, OAR Chapter 340, HIPAA 45 CFR 165, ORS 197.175 ORS 468B, OAR Chapter 340, HIPAA 45 CFR 165, ORS 197.175	100%	100%/ Meet
Litigation and Labor	Labor & Employment	Build Public Trust through Good Government	\$197,327	100%	N/A		100%	100%/ Improve
	Litigation	Build Public Trust through Good Government	\$1.36M	62%	N/A		100%	100%/ Meet
Office of County Counsel	Office of County Counsel	Build Public Trust through Good Government	\$617,804	95%	N/A	CCC 2.12.010	100%	100%/ Improve

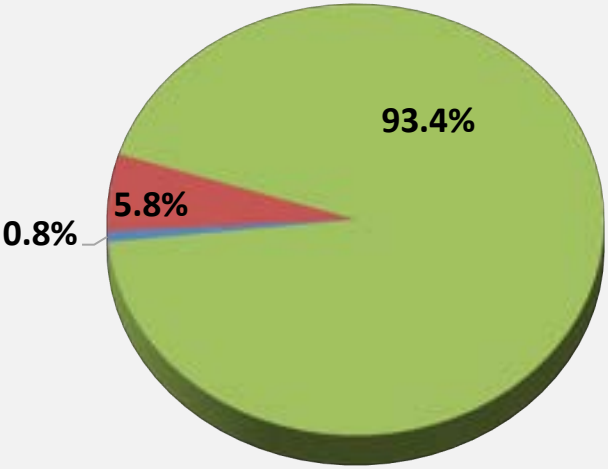
FY23-24 Revenue and Expenses

Revenues



- Beginning Fund Balance
- Charges, Fees, License, Permits, Fines, Assessments
- General Fund Support

Expenses



- Capital Outlay
- Materials and Services
- Personnel Services

Department Summary by Fund



County Counsel Department (14)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program</i>	FY 23-24 General Fund (100)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
Office of the County Counsel Administration	Office of the County Counsel	617,804	617,804	590,804	2.0	
Legal Support	Advisory, Regulatory, & Transactional	1,184,179	1,184,179	325,380	4.4	
Legal Support	Regulatory	-	-	-	-	
Legal Support	Transactional	-	-	-	-	
Litigation & Labor	Labor & Employment	197,327	197,327	197,327	1.0	
Litigation & Labor	Litigation	1,364,105	1,364,105	839,905	5.4	
TOTAL		3,363,415	3,363,415	1,953,416	12.8	
		<i>FY 22-23 Budget (Amended)</i>	3,345,935	3,345,935	2,468,735	12.8
		<i>\$ Increase (Decrease)</i>	17,480	17,480	-515,319	-
		<i>% Increase (Decrease)</i>	0.5%	0.5%	-20.9%	0.0%

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

**14-County Counsel / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	-	40,000	42,770	26,000	(14,000)	-35%
Federal, State, Local, All Other Gifts & Donations	24,967	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	766,795	786,812	837,200	835,250	1,383,999	546,799	65%
All Other Revenue Resources	-	-	-	496	-	-	-
General Fund Support	-	2,383,786	2,468,735	2,468,735	1,953,416	(515,319)	-21%
Operating Revenue	791,762	3,170,598	3,305,935	3,304,481	3,337,415	31,480	1%
Total Revenue	791,762	3,170,598	3,345,935	3,347,251	3,363,415	17,480	1%
Personnel Services	2,636,915	2,762,168	2,896,985	2,906,262	3,142,223	245,238	8%
Materials and Services	356,547	347,907	408,950	407,077	195,192	(213,758)	-52%
Capital Outlay	-	17,753	40,000	7,911	26,000	(14,000)	-35%
Operating Expenditure	2,993,462	3,127,829	3,345,935	3,321,251	3,363,415	17,480	1%
Total Expense	2,993,462	3,127,829	3,345,935	3,321,251	3,363,415	17,480	1%
Revenues Less Expenses	(2,201,700)	42,770	-	26,000	-		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

Significant Policy and/or Financial Issues

Description	Impact
County Counsel was asked to reduce their budget by \$50,000.	We were able to increase our revenue to reduce the impact of the \$50,000 reduction on our budget.

End of Presentation

Thank You



County Counsel Department (14)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program</i>	FY 23-24 General Fund (100)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
Office of the County Counsel Administration	Office of the County Counsel	617,804	617,804	590,804	2.0	
Legal Support	Advisory, Regulatory, & Transactional	1,184,179	1,184,179	325,380	4.4	
Legal Support	Regulatory	-	-	-	-	
Legal Support	Transactional	-	-	-	-	
Litigation & Labor	Labor & Employment	197,327	197,327	197,327	1.0	
Litigation & Labor	Litigation	1,364,105	1,364,105	839,905	5.4	
TOTAL		3,363,415	3,363,415	1,953,416	12.8	
		<i>FY 22-23 Budget (Amended)</i>	3,345,935	3,345,935	2,468,735	12.8
		<i>\$ Increase (Decrease)</i>	17,480	17,480	-515,319	-
		<i>% Increase (Decrease)</i>	0.5%	0.5%	-20.9%	0.0%

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



Office of the County Counsel

Office of the County Counsel Administration

Purpose Statement

The purpose of the Office of the County Counsel is to provide leadership, oversight and legal consultation services to Clackamas County, and its elected officials, departments and special districts, so they can effectively implement their policy objectives, achieve success for County operations, and minimize risk and adverse results for the County.

Performance Narrative

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

- Board and Elected Official Consultations
- Board Briefings
- Client Department Consultations
- County Administration Consultations
- County Counsel Policies
- Performance Reports
- Policy Recommendations
- Public Presentations
- Special District Consultations
- Staff Evaluations

**In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history.

Key Performance Measures

Measure		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actual to date	FY 23-24 Target
Result	Beginning in 2020, the Office of County Counsel will have individual meetings annually with all department heads to discuss the demand for legal services, measures of confidence, and convenient access to legal services	100%	80%	100%	n/a	n/a
Result	% Strategic and Operational Results for the Office of County Counsel achieved	80%	87%	100%	87%	n/a
Result	% of County Counsel staff will attend educational programs on emerging legal issues	48%	60%	80%	55%	90%

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation Mandated Service: County Code 2.12.010



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	40,000	42,770	26,000	(14,000)	-35%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	24,967	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	581	3,007	3,000	1,050	1,000	(2,000)	-67%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	496	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	783,171	667,174	654,958	590,804	(76,370)	-11%
Operating Revenue	25,547	786,178	670,174	656,504	591,804	(78,370)	-12%
Total Revenue	25,547	786,178	710,174	699,274	617,804	(92,370)	-13%
Personnel Services	435,608	439,628	472,140	472,140	518,779	46,639	10%
Materials and Services	79,343	75,021	198,034	193,223	73,025	(125,009)	-63%
Capital Outlay	-	17,753	40,000	7,911	26,000	(14,000)	-35%
Operating Expense	514,951	532,403	710,174	673,274	617,804	(92,370)	-13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	514,951	532,403	710,174	673,274	617,804	(92,370)	-13%
Revenues Less Expenses	(489,403)	253,776	-	26,000	-		

Notes:
 No significant changes to this program.



Legal Support Line of Business

Advisory, Regulatory & Transactional

Purpose Statement

The purpose of the Legal Support Line of Business is to provide easy-to-access, easy-to-understand advisory, regulatory and transactional services to the County, its elected officials, departments and special districts so they can make well-advised, timely, legally informed decisions, and keep the delivery of services to the public moving.

Performance Narrative

This Line of Business has three Programs:

1. **Advisory:** Provide advice, consultation, and training services to the County, and its elected officials, departments and special districts so they can make legally informed decisions and deliver services to their customers.
2. **Regulatory:** Provide research, consultation, strategy, negotiation, technical, regulatory, implantation compliance, and enforcement services to the County, and its elected officials, departments and special districts, so they can implement their technical goals and objectives and conduct their operations in a manner that comports with local, state, and federal regulations and laws.
3. **Transactional:** Provide strategic drafting, review, and negotiation services for contracts, memorandums of understanding ("MOU"), partnerships, and Intergovernmental Agreements ("IGA") to the County, and its elected officials, departments and special districts so they can make well-advised, timely, legally informed decisions, manage and minimize risk, and keep the delivery of services to the public moving. In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history.

**In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history.

Key Performance Measures

Measure		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actual to date	FY 23-24 Target
Result	% of contracts receive initial review by County Counsel within 14 days of receipt	99%	100%	90%	100%	n/a
Result	% clients receive an initial response from County Counsel to requests for advice within 7 business days	100%	100%	90%	100%	n/a
Result	% of all legal service agreements, including for outside representation, are approved and reviewed by County Counsel	100%	100%	100%	100%	n/a
Output	Provide an initial strategy or consultation within 14 days from the date the Office of County Counsel is requested to engage on a regulatory issue affecting a department	100%	98%	100%	100%	n/a
Output	# Legal Consultations provided	3501	3332	2000	2049	2200
Output	# Regulatory consultations provided	97	151	100	84	n/a
Output	# Contract, IGA MOU reviews and approvals provided	1080	1484	1100	1502	n/a
Output	# Hours spent on review of contracts, IGA & MOUs	2030	2104	2000	1192	n/a

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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



140202-Advisory, Regulatory, & Transactional
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	245,395	288,313	280,000	280,000	858,799	578,799	207%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	223,193	415,007	415,008	325,380	(89,627)	-22%
Operating Revenue	245,395	511,506	695,007	695,008	1,184,179	489,172	70%
Total Revenue	245,395	511,506	695,007	695,008	1,184,179	489,172	70%
Personnel Services	763,463	724,300	640,298	640,298	1,127,742	487,444	76%
Materials and Services	97,487	82,448	54,710	54,710	56,437	1,727	3%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	860,950	806,748	695,008	695,008	1,184,179	489,171	70%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	860,950	806,748	695,008	695,008	1,184,179	489,171	70%
Revenues Less Expenses	(615,554)	(295,242)	-	-	-		

Notes:
 We restructured our budget programs this year. 140202 is a roll up of 3 programs this year. 140203 (Regulatory) and 140204 (Transactional) were absorbed by 140202 in one program called Legal Support.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	76,701	67,934	67,934	-	(67,934)	-100%
Operating Revenue	-	76,701	67,934	67,934	-	(67,934)	-100%
Total Revenue	-	76,701	67,934	67,934	-	(67,934)	-100%
Personnel Services	-	11,529	58,333	58,334	-	(58,333)	-100%
Materials and Services	-	18,407	9,600	9,600	-	(9,600)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	29,937	67,933	67,934	-	(67,933)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	29,937	67,933	67,934	-	(67,933)	-100%
Revenues Less Expenses	-	46,764	-	-	-		

Notes:
 No longer an active Program in FY 23/24 - this was absorbed by 140202 Legal Support



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	185,995	275,790	275,844	-	(275,790)	-100%
Operating Revenue	-	185,995	275,790	275,844	-	(275,790)	-100%
Total Revenue	-	185,995	275,790	275,844	-	(275,790)	-100%
Personnel Services	-	33,163	265,042	265,042	-	(265,042)	-100%
Materials and Services	350	21,789	10,748	10,802	-	(10,748)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	350	54,952	275,790	275,844	-	(275,790)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	350	54,952	275,790	275,844	-	(275,790)	-100%
Revenues Less Expenses	(350)	131,043	-	-	-		

Notes:
 No longer an active Program in FY 23/24 - this was absorbed by 140202 Legal Support



Litigation & Labor

Litigation, Labor & Employment

Purpose Statement

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

Performance Narrative

This Line of Business has two programs:

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

**In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history.

Key Performance Measures

Measure		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actual to date	FY 23-24 Target
Result	% of directors, managers or supervisors will receive post-event debriefing from County Counsel for cases in which verdicts or settlements exceed \$50,000	100%	100%	90%	100%	100%
Result	% of matters resolved through early resolution	71%	100%	50%	92%	n/a
Output	# Cases managed	66	56	75	49	45
Output	# Tort claims & accidental reports reviewed	74	83	70	74	n/a
Result	% Grievance arbitrations found in the County's favor	100%	100%	50%	10%	n/a
Result	# Trainings on emerging labor and employment issues	0	0	2	0	n/a

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	520,819	495,493	554,200	554,200	524,200	(30,000)	-5%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	957,559	864,578	874,436	839,905	(24,673)	-3%
Operating Revenue	520,819	1,453,052	1,418,778	1,428,636	1,364,105	(54,673)	-4%
Total Revenue	520,819	1,453,052	1,418,778	1,428,636	1,364,105	(54,673)	-4%
Personnel Services	1,437,844	1,518,362	1,282,920	1,289,894	1,298,375	15,455	1%
Materials and Services	179,367	149,791	135,858	138,742	65,730	(70,128)	-52%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,617,211	1,668,153	1,418,778	1,428,636	1,364,105	(54,673)	-4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,617,211	1,668,153	1,418,778	1,428,636	1,364,105	(54,673)	-4%
Revenues Less Expenses	(1,096,392)	(215,101)	-	-	-		

Notes:
 Significant decrease in Trial Expenses 42380 due to the Emmert case being settled. Revenue in 34180 decreased due to County Counsel being allocated.



140302-Labor & Employment
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	157,167	178,252	180,555	197,327	19,075	11%
Operating Revenue	-	157,167	178,252	180,555	197,327	19,075	11%
Total Revenue	-	157,167	178,252	180,555	197,327	19,075	11%
Personnel Services	-	35,185	178,252	180,554	197,327	19,075	11%
Materials and Services	-	451	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	35,636	178,252	180,554	197,327	19,075	11%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	35,636	178,252	180,554	197,327	19,075	11%
Revenues Less Expenses	-	121,531	-	-	-	-	-

Notes:
 No significant changes to this program.



FINANCE

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
Financial Software	Identified payroll workforce software update and began implementation to the latest version and moving to the cloud for best operational needs.
	PeopleSoft Financials Accounts Receivable and Billing modules dusted off and implemented.
Budget Accountability	Implemented a modified new cost allocation plan from the consultant's proposal into FY 23-24 budget.
Reporting & Transparency	Created a period close focus group made up of representation from multiple departments around the County. The team agreed upon a monthly period close implementation beginning July 1, 2023. The period close will allow for consistent and reliable finance reports to make strategic decisions.
	County's external audit had no findings.

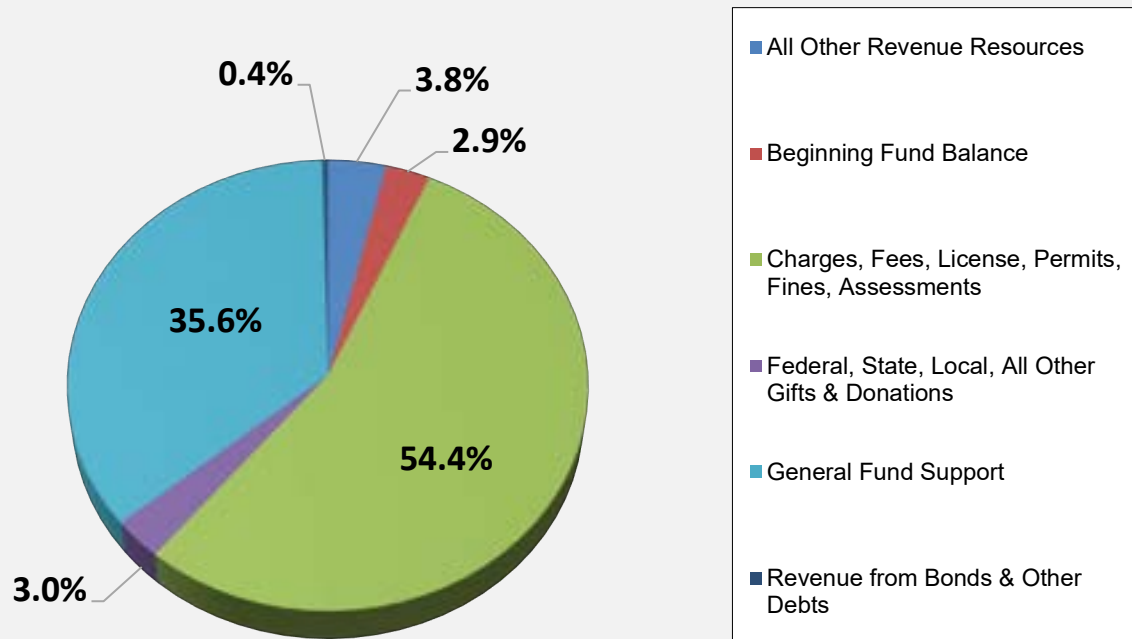
Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Financial Executive Support - Executive Leadership & Administration	By July 1, 2021 the chart of accounts will be updated and implemented so departments can align their budgeting, accounting and reporting with strategic business plans to allow for performance-informed decisions.	100%	N/A	N/A	N/A
Financial Executive Support – Financial Systems Support	85% Systems users who “strongly agree” or “agree” that they can record, monitor, manage and report their financial information from the County’s systems of record.	N/A	85%	85%	100%
Financial Management & Accountability - Budget	By July 31, 2021, 95% department program managers will have access to budget to actual information on a monthly basis.	100%	100%	100%	N/A
	By December 31, 2020, new budgeting software will be in place for budget development.	100%	N/A	N/A	N/A
Financial Management & Accountability – Procurement	85% of customers surveyed after attending Procurement training indicated that they are more knowledgeable than they were prior to attending.	N/A	85%	100%	100%

Program Profiles: FY23-24 Summary

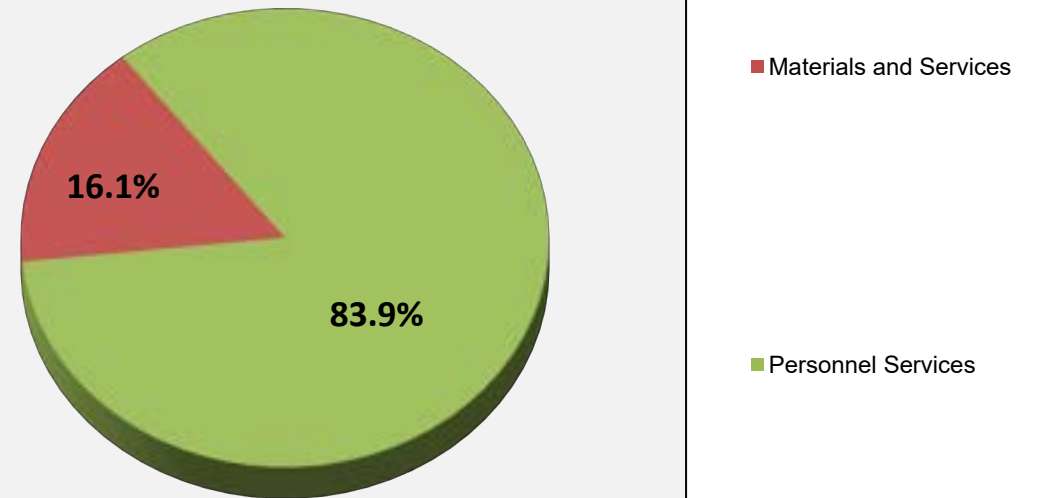
Line of Business	Program Name	BCC Priority	Total Funds	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Financial Executive Support	Executive Leadership & Administration	Accountable Government	\$1,069,428	49%	0%	None (N)	100%	57%
	Financial Systems Support	Accountable Government	\$615,423	40%	0%	None (N)	100%	100%
Accounting Services	Accounts Payable	Accountable Government	\$555,552	16%	0%	State (S)	100%	67%
	Accounting	Accountable Government	\$1,389,534	57%	0%	State (S)	100%	20%
	Payroll	Accountable Government	\$728,906	42%	0%	Federal (F), State (S)	100%	100%
Financial Management & Accountability	Budget	Accountable Government	\$1,111,018	42%	0%	State (S)	100%	100%
	Grants	Accountable Government	\$1,286,382	0%	18%	Federal (F), State (S)	100%	100%
	Procurement & Contract Services	Accountable Government	\$1,235,930	34%	0%	State (S), County (C)	100%	100%

FY23-24 Revenue and Expenses

Revenues



Expenses





Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 Special Grants Fund (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Financial Executive Support	Executive Leadership & Administration	1,069,428		1,069,428	529,690	5.0
Financial Executive Support	Financial Systems Support	615,424		615,424	243,143	2.0
Accounting Services	Accounts Payable	555,552		555,552	89,857	5.0
Accounting Services	Accounting	1,389,534		1,389,534	791,859	8.0
Accounting Services	Payroll	728,906		728,906	309,325	5.0
Financial Management & Accountability	Budget	1,111,018		1,111,018	469,317	5.0
Financial Management & Accountability	Grants	1,050,038	236,344	1,286,382	-	7.0
Financial Management & Accountability	Procurement & Contract Services	1,235,930		1,235,930	414,538	8.0
TOTAL		7,755,830	236,344	7,992,174	2,847,729	45.0
FY 22-23 Budget (Amended)		9,146,606	129,049	9,146,606	3,347,274	49.7
\$ Increase (Decrease)		(1,390,776)	107,295	(1,154,432)	(499,545)	(4.7)
% Increase (Decrease)		-15.2%	83.1%	-12.6%	-14.9%	-9.5%

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

**15-Finance / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	1,092,116	404,594	483,810	230,000	(174,594)	-43%
Federal, State, Local, All Other Gifts & Donations	41,729	897	13,330	13,330	-	(13,330)	-100%
Charges, Fees, License, Permits, Fines, Assessments	4,990,796	5,058,830	5,127,408	5,182,923	4,348,101	(779,307)	-15%
Revenue from Bonds & Other Debts	1,034,526	31,884	9,000	30,000	30,000	21,000	233%
All Other Revenue Resources	194,762	281,851	245,000	245,308	300,000	55,000	22%
Other Interfund Transfers	360,000	-	-	-	-	-	-
General Fund Support	-	2,073,206	3,347,274	2,571,536	2,847,729	(499,545)	-15%
Operating Revenue	6,621,812	7,446,669	8,742,012	8,043,097	7,525,830	(1,216,182)	-14%
Total Revenue	6,621,812	8,538,785	9,146,606	8,526,907	7,755,830	(1,390,776)	-15%
Personnel Services	5,471,688	5,434,069	6,927,092	6,135,667	6,550,117	(376,975)	-5%
Materials and Services	2,121,096	2,620,906	2,219,514	2,161,240	1,205,713	(1,013,801)	-46%
Capital Outlay	54,706	-	-	-	-	-	-
Operating Expenditure	7,647,490	8,054,975	9,146,606	8,296,907	7,755,830	(1,390,776)	-15%
Total Expense	7,647,490	8,054,975	9,146,606	8,296,907	7,755,830	(1,390,776)	-15%
Revenues Less Expenses	(1,025,677)	483,810	-	230,000	-		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

15-Finance (Finance Only) / 230-Special Grants Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	40,140	129,049	75,000	236,344	107,295	83%
Operating Revenue	-	40,140	129,049	75,000	236,344	107,295	83%
Total Revenue	-	40,140	129,049	75,000	236,344	107,295	83%
Personnel Services	-	40,140	89,149	-	154,060	64,911	73%
Materials and Services	-	-	39,900	75,000	82,285	42,385	106%
Operating Expenditure	-	40,140	129,049	75,000	236,345	107,296	83%
Total Expense	-	40,140	129,049	75,000	236,345	107,296	83%

Revenues Less Expenses

- - - - -

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

Significant Policy and/or Financial Issues

Description	Impact
Increased Grant Reporting Responsibilities	Ability to accurately and timely report with the existing Grant staff.
Oregon Paid Leave Implementation Oct. 2023	County pay plan changes as a result of this law have caused increased Payroll program responsibilities.
GASB 96 SBITA	Maintaining complete inventory of existing and new software throughout the County for accurate reporting. Many departments buy off the shelf software without consultation of our TS department where they would be tracked and monitored.

End of Presentation

Thank You



Finance Department (15)
Finance Only
Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 Special Grants Fund (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Financial Executive Support	Executive Leadership & Administration	1,069,428		1,069,428	529,690	5.0
Financial Executive Support	Financial Systems Support	615,424		615,424	243,143	2.0
Accounting Services	Accounts Payable	555,552		555,552	89,857	5.0
Accounting Services	Accounting	1,389,534		1,389,534	791,859	8.0
Accounting Services	Payroll	728,906		728,906	309,325	5.0
Financial Management & Accountability	Budget	1,111,018		1,111,018	469,317	5.0
Financial Management & Accountability	Grants	1,050,038	236,344	1,286,382	-	7.0
Financial Management & Accountability	Procurement & Contract Services	1,235,930		1,235,930	414,538	8.0
TOTAL		7,755,830	236,344	7,992,174	2,847,729	45.0
		FY 22-23 Budget (Amended)		9,146,606	3,347,274	49.7
		\$ Increase (Decrease)		(1,390,776)	(499,545)	(4.7)
		% Increase (Decrease)		-15.2%	-14.9%	-9.5%

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



Financial Executive Support

Executive Leadership & Administration



Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals	FY 23-24 Target
	Result Department respondents will “agree” or “strongly agree” that they receive quality professional services from the Finance Department that equip them to do their jobs	85%	87%	100%	Annual Survey	100%
	Result % Chart of Accounts updated and implemented so departments can align their budgeting, accounting and reporting with strategic business plans to allow for performance-informed decisions	NEW	NEW	100%	100%	N/A

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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



150101-Executive Leadership & Administration
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	179	2,035	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	539,738	539,738	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	252	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	472,702	963,308	937,822	529,690	(433,618)	-45%
Operating Revenue	179	474,737	963,308	938,074	1,069,428	106,120	11%
Total Revenue	179	474,737	963,308	938,074	1,069,428	106,120	11%
Personnel Services	680,976	774,034	866,810	832,618	1,008,525	141,715	16%
Materials and Services	93,209	71,989	82,062	105,456	60,903	(21,159)	-26%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	774,185	846,023	948,872	938,074	1,069,428	120,556	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	774,185	846,023	948,872	938,074	1,069,428	120,556	13%

Revenues Less Expenses (774,006) (371,286) 14,436 - -

Notes:
None.



Financial Executive Support

Financial System Support


Purpose Statement

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

Performance Narrative Statement

The Financial System Support Program proposed budget is a continuation of current service funding levels. These resources will allow the program to develop and implement financial system improvements and to maintain and train department staff so they can effectively manage the finances of the County, which benefits County residents through responsible financial management furthering the strategic objective of building public trust through good government.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals	FY 23-24 Target
 Result	Systems users who "strongly agree" or "agree" that they can record, monitor, manage, and report their financial information from the County's system of record	NEW	0%	85%	100%	85%

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



150102-Financial Systems Support
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	1,092,116	404,594	483,810	230,000	(174,594)	-43%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	142,281	142,281	-
Revenue from Bonds & Other Debts	1,000,000	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	360,000	-	-	-	-	-	-
General Fund Support	-	107,088	255,560	180,265	243,143	(12,417)	-5%
Operating Revenue	1,360,000	107,088	255,560	180,265	385,424	129,864	51%
Total Revenue	1,360,000	1,199,204	660,154	664,075	615,424	(44,730)	-7%
Personnel Services	344,274	326,790	352,103	348,643	361,285	9,182	3%
Materials and Services	608,986	557,682	308,051	85,432	254,138	(53,913)	-18%
Capital Outlay	54,706	-	-	-	-	-	-
Operating Expense	1,007,966	884,472	660,154	434,075	615,423	(44,731)	-7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,007,966	884,472	660,154	434,075	615,423	(44,731)	-7%

Revenues Less Expenses 352,034 314,732 - 230,000 -

Notes:
None.



Accounting Services

Accounts Payable



Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals	FY 23-24 Target
 Result	Payments issued within 7 days of Accounts Payable receiving properly completed payment request	23%	24%	100%	35%	100%
 Result	% of vendor payments issued via ACH	49%	40%	50%	43%	50%
Output	Number of vendor payments issued via check	8,675	5,855	N/A	4,579	N/A
Output	Number of vendor payments issued via ACH	6,735	3,699	N/A	4,434	N/A

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	3,042	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	507,242	512,154	502,965	502,965	265,695	(237,270)	-47%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	145,000	145,000	200,000	55,000	38%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	89,857	89,857	-
Operating Revenue	510,284	512,154	647,965	647,965	555,552	(92,413)	-14%
Total Revenue	510,284	512,154	647,965	647,965	555,552	(92,413)	-14%
Personnel Services	296,421	378,421	616,333	382,052	528,185	(88,148)	-14%
Materials and Services	86,850	207,847	74,939	74,348	27,367	(47,572)	-63%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	383,271	586,268	691,272	456,400	555,552	(135,720)	-20%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	383,271	586,268	691,272	456,400	555,552	(135,720)	-20%
Revenues Less Expenses	127,013	(74,114)	(43,307)	191,565	-		

Notes:
None.



Accounting Services

Accounting


Purpose Statement

The purpose of the Accounting Program is to provide general accounting support to County Departments which includes accounts receivable and cash management, account reconciliations, chart of account management, and the preparation of the County's Annual Comprehensive Financial Report.

Performance Narrative Statement

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals	FY 23-24 Target
	Result: Accounts and billings collected within 60 days	NEW	NEW	75%	N/A	75%

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	5,306	10,177	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	773,954	655,020	641,955	641,955	597,675	(44,280)	-7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	791,859	791,859	-
Operating Revenue	779,260	665,197	641,955	641,955	1,389,534	747,579	116%
Total Revenue	779,260	665,197	641,955	641,955	1,389,534	747,579	116%
Personnel Services	263,392	362,893	490,970	438,255	1,073,677	582,707	119%
Materials and Services	138,479	85,444	150,985	163,466	315,857	164,872	109%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	401,871	448,337	641,955	601,721	1,389,534	747,579	116%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	401,871	448,337	641,955	601,721	1,389,534	747,579	116%
Revenues Less Expenses	377,389	216,861	-	40,234	-		

Notes:
 None.



Accounting Services

Payroll


Purpose Statement

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

Performance Narrative Statement

The Payroll Program budget is a continuation of current service funding levels. These resources allow the program to serve County employees and departments, processing approximately 61,000 paychecks annually so employees are paid accurately and on time, while providing payroll consultation, inquiry response, reporting and reconciliation services. This will result in the responsible management of public funds.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals	FY 23-24 Target
 Result	Employees paid accurately per pay period	97%	95%	99%	96%	99%
Output	Number of timesheet amendments completed	4,041	1,400	N/A	1,175	N/A

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	345	-	13,330	13,330	-	(13,330)	-100%
Charges, Fees, License, Permits, Fines, Assessments	632,720	632,721	633,220	633,220	419,581	(213,639)	-34%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	116,382	122,298	182,716	309,325	187,027	153%
Operating Revenue	633,065	749,103	768,848	829,266	728,906	(39,942)	-5%
Total Revenue	633,065	749,103	768,848	829,266	728,906	(39,942)	-5%
Personnel Services	690,476	668,032	697,615	756,874	705,759	8,144	1%
Materials and Services	74,847	62,507	71,233	72,392	23,147	(48,086)	-68%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	765,323	730,539	768,848	829,266	728,906	(39,942)	-5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	765,323	730,539	768,848	829,266	728,906	(39,942)	-5%

Revenues Less Expenses (132,258) 18,564 - - -

Notes:
None.



Financial Management & Accountability

Budget


Purpose Statement

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

Performance Narrative Statement

These resources will allow us to provide county leaders and employees with timely budget development, consultation and review services so they can manage public funds effectively, tie resources to expected performance and achieve results that matter to taxpayers. This furthers the countywide strategic objective of building public trust through good government.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals	FY 23-24 Target
Result	Appropriation in which year-end actual is within 5% of final budget	NEW	NEW	75%	Reported after end of FY	75%
 Result	% of departmental budgets where expenditures do not exceed appropriations at end of fiscal year.	98%	100%	100%	NA ₁	N/A

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	30	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	454,399	457,633	457,730	457,730	641,701	183,971	40%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	544,837	686,310	571,942	469,317	(216,993)	-32%
Operating Revenue	454,429	1,002,470	1,144,040	1,029,672	1,111,018	(33,022)	-3%
Total Revenue	454,429	1,002,470	1,144,040	1,029,672	1,111,018	(33,022)	-3%
Personnel Services	771,269	866,578	852,008	852,548	874,427	22,419	3%
Materials and Services	90,657	236,372	292,032	408,923	236,591	(55,441)	-19%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	861,926	1,102,951	1,144,040	1,261,471	1,111,018	(33,022)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	861,926	1,102,951	1,144,040	1,261,471	1,111,018	(33,022)	-3%
Revenues Less Expenses	(407,497)	(100,481)	-	(231,799)	-		

Notes:
 None.



Financial Management & Accountability

Grants

Purpose Statement

The purpose of the Grants program is to provide grants management services including financial reporting, fiscal compliance and oversight, grant-related training, technical assistance, and subrecipient fiscal monitoring to the County and County Departments supporting timely and accurate financial reports to make informed decisions.

Performance Narrative Statement



The Grants Program budget is a continuation of current service funding levels. These resources allow us to complete the required grant-related financial management and reporting for Federal, State, and Local awards, fiscal oversight, and preparation of the Schedule of Expenditures of Federal Awards (SEFA) for the annual Single Audit.

The resources support the program's work for maintaining compliance with funding requirements and delivering services to the County including timely submission for an annual combined total of approximately 400 grant-related draws, invoices, and reports.

Resources support approximately 30 new subrecipient federal grant awards per year as well as monitoring of on-going multi-year awards to not-for-profit organizations and local governments delivering services in the community. This work is reflected in the performance metrics through maintaining compliance, timely submission of reporting, and supporting the work between the County and subrecipients.

Achieving these performance targets allows the County departments to remain in compliance with funding requirements, support retention of existing funding and obtain new funding, and remain in good standing with grantors.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals	FY 23-24 Target
 Result	Grants without financial audit & monitoring findings	N/A	N/A	100%	N/A	100%
 Result	% Financial reports filed on or before the due date	96%	83%	100%	94%	100%

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	24,957	7,576	129,049	75,000	236,344	107,295	83%
Charges, Fees, License, Permits, Fines, Assessments	920,100	1,088,161	1,244,802	1,244,802	1,050,038	(194,764)	-16%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	20,073	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	578,044	1,001,574	617,633	-	(1,001,574)	-100%
Operating Revenue	965,130	1,673,782	2,375,425	1,937,435	1,286,382	(1,089,043)	-46%
Total Revenue	965,130	1,673,782	2,375,425	1,937,435	1,286,382	(1,089,043)	-46%
Personnel Services	1,041,030	934,856	1,659,168	1,187,309	978,529	(680,639)	-41%
Materials and Services	496,298	682,651	716,257	750,126	307,853	(408,404)	-57%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,537,328	1,617,507	2,375,425	1,937,435	1,286,382	(1,089,043)	-46%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,537,328	1,617,507	2,375,425	1,937,435	1,286,382	(1,089,043)	-46%
Revenues Less Expenses	(572,198)	56,275	-	-	-		

Notes:
 None.



Financial Management & Accountability

Procurement and Contract Services


Purpose Statement

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

Performance Narrative Statement

The Procurement and Contract Services Program budget is a continuation of current service funding levels. These resources will provide County departments, agencies and districts with timely procurement and contract services, personal property repurposing and disposition services so they can successfully fulfill their strategic goals.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals	FY 23-24 Target
 Result	% Small contracts (<\$50k) completed within 10 business days	88%	83%	90%	93%	100%

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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



150304-Procurement & Contract Services
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	7,501	4,798	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	995,372	995,371	949,369	949,369	691,392	(257,977)	-27%
Revenue from Bonds & Other Debts	34,526	31,884	9,000	30,000	30,000	21,000	233%
All Other Revenue Resources	174,689	281,487	100,000	100,000	100,000	-	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	151,840	213,865	52,693	414,538	200,673	94%
Operating Revenue	1,212,088	1,465,381	1,272,234	1,132,062	1,235,930	(36,304)	-3%
Total Revenue	1,212,088	1,465,381	1,272,234	1,132,062	1,235,930	(36,304)	-3%
Personnel Services	1,040,308	803,370	1,133,108	989,242	1,173,788	40,680	4%
Materials and Services	134,133	240,939	139,125	142,820	62,142	(76,983)	-55%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,174,441	1,044,309	1,272,233	1,132,062	1,235,930	(36,303)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,174,441	1,044,309	1,272,233	1,132,062	1,235,930	(36,303)	-3%
Revenues Less Expenses	37,647	421,072	-	-	-	-	-

Notes:
 None.



Non-Departmental

FY23-24 BUDGET PRESENTATION





Non Departmental (00)

Department Budget Summary by Fund

<i>Line of business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 Special Grants Fund (230)	FY 23-24 Clackamas County Debt Service (320)	FY 23-24 Clackamas County Debt Service - GO (321)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Non Departmental	Non Departmenta	241,599,912	197,121			241,797,033	-	
Debt	FFC Bonds			9,463,300		9,463,300	5,062,980	
Debt	GO Debt				5,581,400	5,581,400	-	
TOTAL		\$ 241,599,912	\$ 197,121	\$ 9,463,300	\$ 5,581,400	\$ 256,841,733	\$ 5,062,980	-

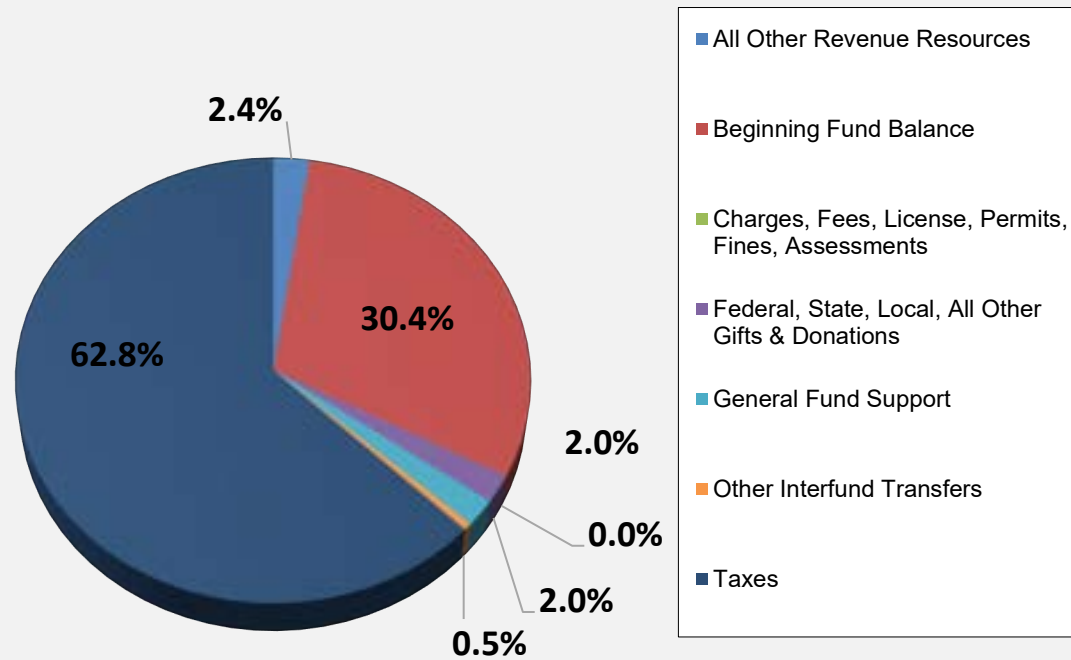
FY 22-23 Budget (Amended)	\$ 225,737,265	\$ 38,593,906	\$ 9,429,440	\$ 5,435,830	\$ 279,196,441	\$ 4,897,990	
\$ Increase (Decrease)	\$ 15,862,647	\$ (38,396,785)	\$ 33,860	\$ 145,570	\$ (22,354,708)	\$ 164,990	-
% Increase (Decrease)	7.0%	-99.5%	0.4%	2.7%	-8.0%	3.4%	

*ARPA funding is disbursed to departments from Fund 230 Non-Departmental.

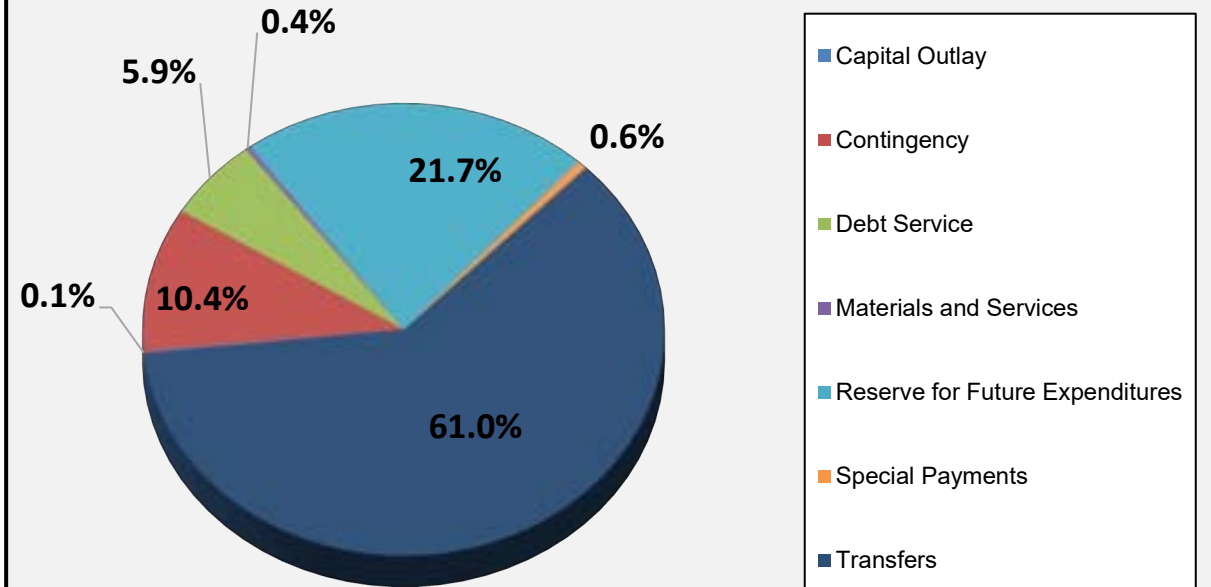
**General Fund Support is the subsidy, net of any other revenue received by the department.

FY 23-24 Revenue and Expenses

Revenues



Expenses



**00-Non Departmental / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	58,226,597	75,431,695	70,106,986	76,817,341	77,560,567	7,453,581	11%
Taxes	140,368,670	144,681,203	150,947,359	150,140,000	155,936,480	4,989,121	3%
Federal, State, Local, All Other Gifts & Donations	6,363,458	5,436,568	4,285,000	5,011,621	5,156,000	871,000	20%
Charges, Fees, License, Permits, Fines, Assessments	24,925	39,578	16,000	18,182	13,000	(3,000)	-19%
Revenue from Bonds & Other Debts	1,292,098	-	-	-	-	-	-
All Other Revenue Resources	420,805	(818,978)	381,920	2,676,583	2,933,865	2,551,945	668%
Other Interfund Transfers	4,105,886	-	-	-	-	-	-
Operating Revenue	152,575,842	149,338,372	155,630,279	157,846,386	164,039,345	8,409,066	5%
Total Revenue	210,802,438	224,770,066	225,737,265	234,663,727	241,599,912	15,862,647	7%
Personnel Services	-	-	4,700,000	4,700,000	-	(4,700,000)	-100%
Materials and Services	7,249,411	6,077,104	5,306,240	5,310,240	747,758	(4,558,482)	-86%
Capital Outlay	-	-	-	-	250,000	250,000	-
Operating Expenditure	7,249,411	6,077,104	10,006,240	10,010,240	997,758	(9,008,482)	-90%
Debt Service	495,217	-	-	-	-	-	-
Special Payments	8,212,252	6,069,427	-	-	1,586,173	1,586,173	-
Transfers	111,288,204	139,367,494	155,473,665	149,236,370	156,704,332	1,230,667	1%
Contingency	-	-	22,071,418	-	26,586,174	4,514,756	20%
Reserve for Future Expenditures	-	-	25,000,000	-	55,725,476	30,725,476	123%
Total Expense	127,245,084	151,514,025	212,551,323	159,246,610	241,599,913	29,048,590	14%
Revenues Less Expenses	83,557,355	73,256,042	13,185,942	75,417,117	-		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

00-Non Departmental / 320-Clackamas County Debt Service
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	3,781	100,968	100,970	98,217	-	(100,970)	-100%
Revenue from Bonds & Other Debts	33,260,776	-	-	-	-	-	-
All Other Revenue Resources	3,331,869	3,381,281	3,146,530	3,128,340	3,118,360	(28,170)	-1%
Other Interfund Transfers	6,430,425	1,280,406	1,283,950	1,283,950	1,281,960	(1,990)	0%
General Fund Support	-	4,744,699	4,897,990	4,918,933	5,062,980	164,990	3%
Operating Revenue	43,023,070	9,406,387	9,328,470	9,331,223	9,463,300	134,830	1%
Total Revenue	43,026,851	9,507,355	9,429,440	9,429,440	9,463,300	33,860	0%
Debt Service	42,925,883	9,409,138	9,429,440	9,429,440	9,463,300	33,860	0%
Total Expense	42,925,883	9,409,138	9,429,440	9,429,440	9,463,300	33,860	0%
Revenues Less Expenses	100,968	98,217	-	-	-		

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

00-Non Departmental / 321-Clackamas County Debt Service - GO
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	150,212	215,307	282,707	304,796	233,700	(49,007)	-17%
Taxes	5,175,553	5,366,492	5,148,623	5,350,240	5,343,800	195,177	4%
Federal, State, Local, All Other Gifts & Donations	3,866	1,714	-	-	-	-	-
All Other Revenue Resources	2,751	10,858	4,500	14,494	3,900	(600)	-13%
Operating Revenue	5,182,170	5,379,064	5,153,123	5,364,734	5,347,700	194,577	4%
Total Revenue	5,332,382	5,594,371	5,435,830	5,669,530	5,581,400	145,570	3%
Debt Service	5,117,075	5,289,575	5,435,830	5,435,830	5,581,400	145,570	3%
Total Expense	5,117,075	5,289,575	5,435,830	5,435,830	5,581,400	145,570	3%
Revenues Less Expenses	215,307	304,796	-	233,700	-		

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

**00-Non Departmental / 230-Special Grants Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	8,715	3,888,569	107,419	197,121	(3,691,448)	-95%
Federal, State, Local, All Other Gifts & Donations	-	-	34,545,337	30,000	-	(34,545,337)	-100%
All Other Revenue Resources	8,715	143,291	160,000	192,581	-	(160,000)	-100%
Operating Revenue	8,715	143,291	34,705,337	222,581	-	(34,705,337)	-100%
Total Revenue	8,715	152,006	38,593,906	330,000	197,121	(38,396,785)	-99%
Materials and Services	-	44,587	12,738,601	30,000	197,120	(12,541,481)	-98%
Capital Outlay	-	-	-	-	-	-	-
Operating Expenditure	-	44,587	12,738,601	30,000	197,120	(12,541,481)	-98%
Special Payments	-	-	12,927,655	-	-	(12,927,655)	-100%
Transfers	-	-	12,927,650	-	-	(12,927,650)	-100%
Total Expense	-	44,587	38,593,906	30,000	197,120	(38,396,786)	-99%
Revenues Less Expenses	8,715	107,419	-	300,000	-		

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

End of Presentation

Thank You



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	58,226,597	75,440,410	73,995,555	76,924,760	77,757,688	3,762,133	5%
Taxes	140,368,670	144,681,203	150,947,359	150,140,000	155,936,480	4,989,121	3%
Federal, State, Local, All Other Gifts & Donations	6,363,458	5,436,568	38,830,337	5,041,621	5,156,000	(33,674,337)	-87%
Charges, Fees, License, Permits, Fines, Assessments	24,925	39,578	16,000	18,182	13,000	(3,000)	-19%
Revenue from Bonds & Other Debts	1,292,098	-	-	-	-	-	-
All Other Revenue Resources	429,520	(675,687)	541,920	2,869,164	2,933,865	2,391,945	441%
Other Interfund Transfers	4,105,886	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	152,584,557	149,481,663	190,335,616	158,068,967	164,039,345	(26,296,271)	-14%
Total Revenue	210,811,153	224,922,072	264,331,171	234,993,727	241,797,033	(22,534,138)	-9%
Personnel Services	-	-	4,700,000	4,700,000	-	(4,700,000)	-100%
Materials and Services	7,249,411	6,121,691	18,044,841	5,340,240	944,878	(17,099,963)	-95%
Capital Outlay	-	-	-	-	250,000	250,000	-
Operating Expense	7,249,411	6,121,691	22,744,841	10,040,240	1,194,878	(21,549,963)	-95%
Debt Service	495,217	-	-	-	-	-	-
Special Payments	8,212,252	6,069,427	12,927,655	-	1,586,173	(11,341,482)	-88%
Transfers	111,288,204	139,367,494	168,401,315	149,236,370	156,704,332	(11,696,983)	-7%
Reserve for Future Expenditures	-	-	25,000,000	-	55,725,476	30,725,476	123%
Contingency	-	-	22,071,418	-	26,586,174	4,514,756	20%
Unappropriated Ending Fund Balance	-	-	13,185,947	-	-	(13,185,947)	-100%
Total Expense	127,245,084	151,558,612	264,331,176	159,276,610	241,797,033	(22,534,143)	-9%
Revenues Less Expenses	83,566,070	73,363,460	-	75,717,117	-		

Notes:
 TBD



000302-FFC Bonds
 BCC Priority Alignment: Not Applicable
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	3,781	100,968	100,970	98,217	-	(100,970)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	33,260,776	-	-	-	-	-	-
All Other Revenue Resources	3,331,869	3,381,281	3,146,530	3,128,340	3,118,360	(28,170)	-1%
Other Interfund Transfers	6,430,425	1,280,406	1,283,950	1,283,950	1,281,960	(1,990)	0%
General Fund Support	-	4,744,699	4,897,990	4,918,933	5,062,980	164,990	3%
Operating Revenue	43,023,070	9,406,387	9,328,470	9,331,223	9,463,300	134,830	1%
Total Revenue	43,026,851	9,507,355	9,429,440	9,429,440	9,463,300	33,860	0%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	42,925,883	9,409,138	9,429,440	9,429,440	9,463,300	33,860	0%
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	42,925,883	9,409,138	9,429,440	9,429,440	9,463,300	33,860	0%
Revenues Less Expenses	100,968	98,217	-	-	-		

Notes:
 None.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	150,212	215,307	282,707	304,796	233,700	(49,007)	-17%
Taxes	5,175,553	5,366,492	5,148,623	5,350,240	5,343,800	195,177	4%
Federal, State, Local, All Other Gifts & Donations	3,866	1,714	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,751	10,858	4,500	14,494	3,900	(600)	-13%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,182,170	5,379,064	5,153,123	5,364,734	5,347,700	194,577	4%
Total Revenue	5,332,382	5,594,371	5,435,830	5,669,530	5,581,400	145,570	3%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	5,117,075	5,289,575	5,435,830	5,435,830	5,581,400	145,570	3%
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,117,075	5,289,575	5,435,830	5,435,830	5,581,400	145,570	3%
Revenues Less Expenses	215,307	304,796	-	233,700	-		

Notes:
 None.



Miscellaneous and Pass-Through

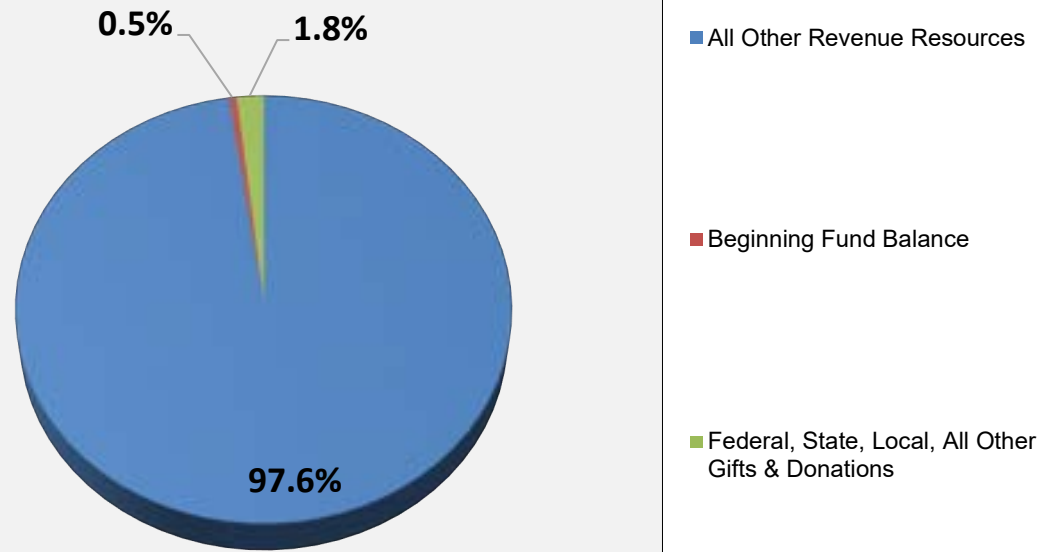
FY23-24 BUDGET PRESENTATION



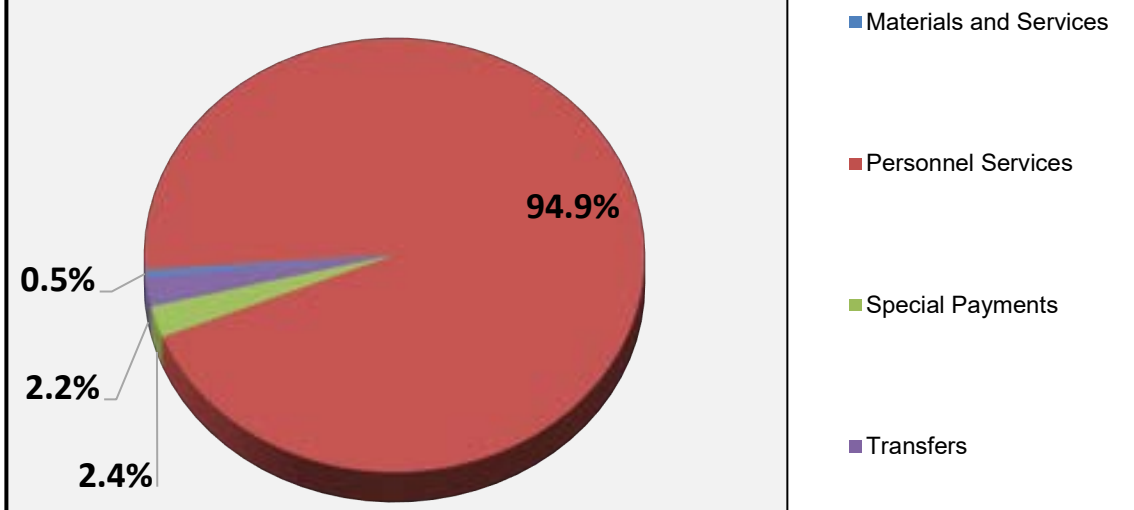
Tab 8-1

FY 23-24 Revenue and Expenses

Revenues



Expenses





Misc / Pass-Through (80)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		General Fund (100)	County School Fund (204)	* ARPA (230)	Transient Lodging Tax Fund (255)	Total Budget	General Fund Support in Budget**	Total FTE
Misc/Pass-Through	County School Fund		642,821			642,821	-	-
Misc/Pass-Through	Transient Room Tax				739,230	739,230	-	-
WES (Utilities) Payroll	WES (Utilities) Payroll	17,385,894		-		17,385,894	-	117.8
NCPR Payroll	NCPRD Payroll	7,842,413		-		7,842,413	-	40.8
CCDA Payroll	Development Agency Payroll	689,638				689,638	-	4.0
TOTAL		25,917,945	642,821	-	739,230	27,299,996	-	162.5
FY 22-23 Budget (Amended)		\$ 24,748,523	\$ 884,463	\$ -	\$ 705,000	\$ 26,337,986	-	160.6
\$ Increase (Decrease)		\$ 1,169,422	\$ (241,642)	\$ -	\$ 34,230	\$ 962,010	-	1.9
% Increase (Decrease)		4.7%	-27.3%	-	4.9%	3.7%	-	1.2%

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

80-Misc/Pass-Through / 100-General Fund
Summary of Revenue and Expense
(Excluding PGA PEG 800217 & DTD Agency Collection 800704)

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	282	-	-	-	-	-
All Other Revenue Resources	19,219,403	19,807,444	24,748,523	20,235,000	25,917,945	1,169,422	5%
Operating Revenue	19,219,403	19,807,726	24,748,523	20,235,000	25,917,945	1,169,422	5%
Total Revenue	19,219,403	19,807,726	24,748,523	20,235,000	25,917,945	1,169,422	5%
Personnel Services	19,390,239	19,659,713	24,748,523	20,235,000	25,917,945	1,169,422	5%
Materials and Services	-	60	-	-	-	-	-
Operating Expenditure	19,390,239	19,659,773	24,748,523	20,235,000	25,917,945	1,169,422	5%
Total Expense	19,390,239	19,659,773	24,748,523	20,235,000	25,917,945	1,169,422	5%
Revenues Less Expenses	(170,836)	147,953	-	-	-		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

**80-Misc/Pass-Through / 204-County School Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	432,009	366,463	366,463	512,360	142,821	(223,642)	-61%
Federal, State, Local, All Other Gifts & Donations	484,825	515,437	508,000	503,000	500,000	(8,000)	-2%
All Other Revenue Resources	5,000	1,248	10,000	4,500	-	(10,000)	-100%
Operating Revenue	489,825	516,685	518,000	507,500	500,000	(18,000)	-3%
Total Revenue	921,834	883,148	884,463	1,019,860	642,821	(241,642)	-27%
Materials and Services	488	377	8,000	576	-	(8,000)	-100%
Operating Expenditure	488	377	8,000	576	-	(8,000)	-100%
Special Payments	554,884	370,410	876,463	876,463	642,821	(233,642)	-27%
Total Expense	555,372	370,788	884,463	877,039	642,821	(241,642)	-27%
Revenues Less Expenses	366,463	512,360	-	142,821	-		

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

**80-Misc/Pass-Through / 255-Transient Lodging Tax Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	2,724	5,073	-	6,088	-	-	-
All Other Revenue Resources	583,678	624,186	705,000	807,628	739,230	34,230	5%
Operating Revenue	583,678	624,186	705,000	807,628	739,230	34,230	5%
Total Revenue	586,402	629,260	705,000	813,716	739,230	34,230	5%
Materials and Services	73,875	106,583	150,000	150,000	150,000	-	0%
Operating Expenditure	73,875	106,583	150,000	150,000	150,000	-	0%
Transfers	507,454	516,588	555,000	553,300	589,230	34,230	6%
Total Expense	581,329	623,171	705,000	703,300	739,230	34,230	5%
Revenues Less Expenses	5,073	6,088	-	110,416	-		

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

End of Presentation



Misc / Pass-Through (80)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		General Fund (100)	County School Fund (204)	* ARPA (230)	Transient Lodging Tax Fund (255)	Total Budget	Fund Support in Budget**	Total FTE
Misc/Pass-Through	County School Fund		642,821			642,821	-	-
Misc/Pass-Through	Transient Room Tax				739,230	739,230	-	-
WES (Utilities) Payroll	WES (Utilities) Payroll	17,385,894		-		17,385,894	-	117.8
NCPR Payroll	NCPRD Payroll	7,842,413		-		7,842,413	-	40.8
CCDA Payroll	Development Agency Payroll	689,638				689,638	-	4.0
TOTAL		25,917,945	642,821	-	739,230	27,299,996	-	162.5
FY 22-23 Budget (Amended)		\$ 24,748,523	\$ 884,463	\$ -	\$ 705,000	\$ 26,337,986	-	160.6
\$ Increase (Decrease)		\$ 1,169,422	\$ (241,642)	\$ -	\$ 34,230	\$ 962,010	-	1.9
% Increase (Decrease)		4.7%	-27.3%	-	4.9%	3.7%	-	1.2%

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



Miscellaneous and Pass-Through Items

Pass-through funding is money given to a government or organization with a condition that it be given to another government or organization and can not be used for county use. Below are the programs categorized as Miscellaneous and Pass-Through Programs.

The County School Fund is a pass-through repository for contributions to school districts in the county. This fund receives a portion of the Mt. Hood Forest Reserves and Forest Products Severance Tax receipts.

The Transient Room Tax Fund accounts for the proceeds of Clackamas County's hotel and motel tax. These moneys are used to support tourism development and the County Fair.

Water Environment Services (Utilities), North Clackamas Parks and Recreation District and Development Agency Payrolls account for personal services costs of county employees contracted to work for independent county agencies. All costs are reimbursed to the County General Fund by the agencies receiving services.

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800202-County School Fund
 BCC Priority Alignment: **Accountable Government**
Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	432,009	366,463	366,463	512,360	142,821	(223,642)	-61%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	484,825	515,437	508,000	503,000	500,000	(8,000)	-2%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	5,000	1,248	10,000	4,500	-	(10,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	489,825	516,685	518,000	507,500	500,000	(18,000)	-3%
Total Revenue	921,834	883,148	884,463	1,019,860	642,821	(241,642)	-27%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	488	377	8,000	576	-	(8,000)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	488	377	8,000	576	-	(8,000)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	554,884	370,410	876,463	876,463	642,821	(233,642)	-27%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	555,372	370,788	884,463	877,039	642,821	(241,642)	-27%
Revenues Less Expenses	366,463	512,360	-	142,821	-		

Notes:
 None.



800203-OLD WES (Utilities) Payroll
 BCC Priority Alignment: Not Applicable
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	13,973,635	13,890,495	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	13,973,635	13,890,495	-	-	-	-	-
Total Revenue	13,973,635	13,890,495	-	-	-	-	-
Personnel Services	14,144,519	11,139,981	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	14,144,519	11,139,981	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	14,144,519	11,139,981	-	-	-	-	-
Revenues Less Expenses	(170,884)	2,750,513	-	-	-	-	-

Notes:
 0



800204-OLD NCPRD Payroll
 BCC Priority Alignment: Not Applicable
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	282	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	4,773,145	3,720,830	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	4,773,145	3,721,112	-	-	-	-	-
Total Revenue	4,773,145	3,721,112	-	-	-	-	-
Personnel Services	4,773,096	4,315,987	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	4,773,096	4,315,987	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,773,096	4,315,987	-	-	-	-	-
Revenues Less Expenses	49	(594,875)	-	-	-	-	-

Notes:
 None.



800205-OLD Development Agency Payroll

BCC Priority Alignment: Not Applicable

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	472,624	358,955	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	472,624	358,955	-	-	-	-	-
Total Revenue	472,624	358,955	-	-	-	-	-
Personnel Services	472,624	358,955	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	472,624	358,955	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	472,624	358,955	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
0



800206-Transient Room Tax
 BCC Priority Alignment: *Vibrant Economy*
Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	2,724	5,073	-	6,088	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	583,678	624,186	705,000	807,628	739,230	34,230	5%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	583,678	624,186	705,000	807,628	739,230	34,230	5%
Total Revenue	586,402	629,260	705,000	813,716	739,230	34,230	5%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	73,875	106,583	150,000	150,000	150,000	-	0%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	73,875	106,583	150,000	150,000	150,000	-	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	507,454	516,588	555,000	553,300	589,230	34,230	6%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	581,329	623,171	705,000	703,300	739,230	34,230	5%
Revenues Less Expenses	5,073	6,088	-	110,416	-		

Notes:
 None.



800301-WES (Utilities) Payroll
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	214,369	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	(23,144)	16,615,075	13,830,000	17,385,894	770,819	5%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	191,225	16,615,075	13,830,000	17,385,894	770,819	5%
Total Revenue	-	191,225	16,615,075	13,830,000	17,385,894	770,819	5%
Personnel Services	-	2,833,639	16,615,075	13,830,000	17,385,894	770,819	5%
Materials and Services	-	60	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	2,833,699	16,615,075	13,830,000	17,385,894	770,819	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	2,833,699	16,615,075	13,830,000	17,385,894	770,819	5%
Revenues Less Expenses	-	(2,642,474)	-	-	-	-	-

Notes:
 None.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	40,140	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	1,761,083	7,485,298	5,909,000	7,842,413	357,115	5%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	1,801,223	7,485,298	5,909,000	7,842,413	357,115	5%
Total Revenue	-	1,801,223	7,485,298	5,909,000	7,842,413	357,115	5%
Personnel Services	-	1,205,879	7,485,299	5,909,000	7,842,413	357,114	5%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	1,205,879	7,485,299	5,909,000	7,842,413	357,114	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	1,205,879	7,485,299	5,909,000	7,842,413	357,114	5%
Revenues Less Expenses	-	595,344	-	-	-	-	-

Notes:
None.



800501-Development Agency Payroll
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	99,225	648,150	496,000	689,638	41,488	6%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	99,225	648,150	496,000	689,638	41,488	6%
Total Revenue	-	99,225	648,150	496,000	689,638	41,488	6%
Personnel Services	-	99,225	648,149	496,000	689,638	41,489	6%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	99,225	648,149	496,000	689,638	41,489	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	99,225	648,149	496,000	689,638	41,489	6%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 None.



HUMAN RESOURCES

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
Director's Office	Focused on service delivery across all HR programs to improve County department's experience with Human Resources. Conducted an impartial evaluation of all HR program services and operating models. Partnered with local consultant to revise/create 44 County employment policies; companion resources for managers/supervisors include the creation of ten (10) learning modules and a high-level supervisor guide to provide just-in-time information.
Workforce Data Management	Provided technical system support for the following Countywide initiatives - preparing to implement the new Oregon Paid Leave law, continuing to comply with the Oregon Equal Pay Act provisions, and planning to outsource the County's benefit administration program. Also provided system support for all HR program areas.
Employee & Labor Relations	Negotiated with four (4) of eight (8) County contracts - AFSCME CCOM, DTD, and WES, and the Federation of Parole and Probation Officers (FOPPO) for successor contracts effective through June, 2024. Preparing for negotiations with the Clackamas County Peace Officers Association (CCPOA).
Classification & Compensation	Completed, communicated, negotiated, and implemented the Equal Pay Analysis recommendations, and implemented salary adjustments for over 600 County employees in response to the County's Equal Pay Analysis study.
Recruitment & Selection	Significantly reduced the recruitment backlog by partnering with Health, Housing and Human Services (H3S) and County Administration to fund three additional limited-term Recruitment Analyst positions. The recruitment volume has been reduced by 20% since July, 2022 (206 compared to 166, effective April, 2023).
Workforce Planning & Development	Experienced great response to expanded countywide learning offerings, with more in person and virtual platforms topics include conflict management, facilitation, mindful communications, organization skills, building trust, change management and mental health/ wellness. Added classroom registration to Learning Management System (Prositons), enabling easier registration and administration.
Benefits & Wellness	Completed Phase 3 of Benefits Service Delivery Transformation in order to prepare to implement our service delivery strategy. Improved Leave Administration customer service to departments and employees by adopting a business partner model, addressing the case backlog by establishing new processes, and developing a case management dashboard.
Risk & Safety	Workers' compensation claims counts continue to decline, down 30.4% since 2019 and down 4.3% year-over-year, reflecting strong loss control and safety efforts in reducing the number of employee injury accidents across the County. While average claims costs are up, a lower number of claims will ultimately pay dividends in both employee safety and financial impact. Our experience modification rate is currently .77, which is 23% better than the industry average of our peers, reflective of a robust risk and safety program.

Performance Clackamas

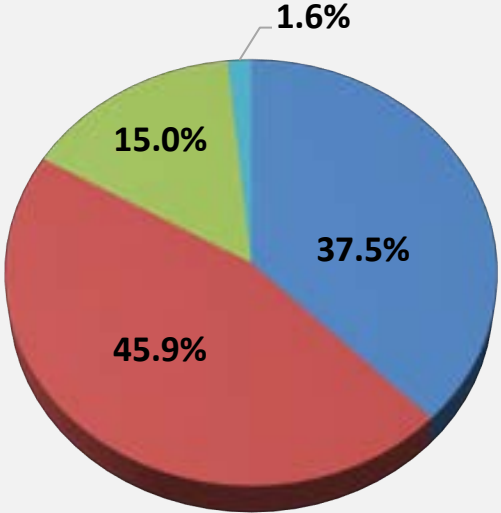
Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Director's Office/ Administration	90% of Clackamas County managers agree or strongly agree that Human Resources is a strategic business partner	90%	90%	N/A	90%
Workforce Data Management	80% of HR Managers, HR Staff, and PA Processors reporting by survey that business and system enhancements have improved their daily operations and achieve strategic results.	97%	80%	95%	80%
Employee & Labor Relations	90% of corrective actions involving written reprimands, suspensions, demotions and employee terminations will have been vetted with E&LR before imposition.	100%	90%	100%	90%
Classification & Compensation	By 2025, 100% of County classifications will have been reviewed for alignment with County business needs and market comparability within the past five years, and year over year thereafter.	20%	35%	35%	35%
Recruitment & Selection	70% of open positions are filled within 90 days from the date of requisition.	52%	70%	57%	70%
Workforce Planning & Development	90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time.	91%	90%	95%	90%
Benefits & Wellness	90% of supervisor and manager survey responses indicate "agree or "strongly agree" they have timely and accurate information about their employees' protected leaves and disability.	70%	90%	NA	90%
Risk & Safety	Clackamas County will maintain a workers' compensation rating below the state's industry average.	74%	100%	100%	100%

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/ Improve
Administration	Office of the Director/Administration	Acct Gov't	\$910,376	100%	78% Allocations paid by County departments — 22% General Fund Support	Wide range of federal and state employment laws governing us as a public employer, as well as eight collective bargaining agreements, and various employment policies	100%	67%
	Workforce Data Management	Acct Govt	\$826,977	100%			100%	67%
Employee & Labor Relations	Employee & Labor Relations	Acct Govt	\$820,972	100%			100%	100%
Workforce Design	Classification & Compensation	Acct Govt	\$1,010,416	100%			100%	100%
	Recruitment & Selection	Acct Govt	\$1,611,375	100%			100%	100%
	Workforce Planning & Development	Acct Govt	\$591,018	100%			100%	67%
Benefits & Wellness	Benefits & Wellness	Acct Govt	\$57,104,362	0%			15%	80%
Risk & Safety	Risk & Safety	Acct Govt	\$17,219,768	0%	46%	90%	88%	

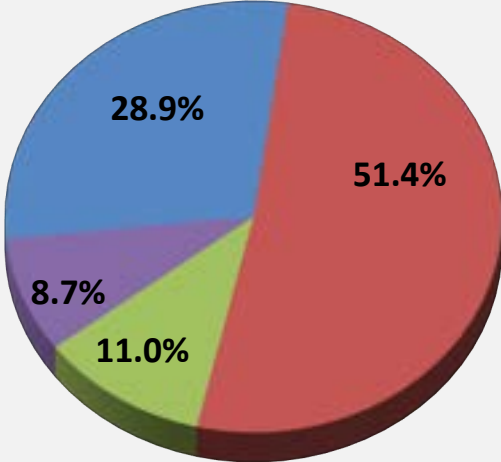
FY23-24 Revenue and Expenses

Revenues



- All Other Revenue Resources
- Beginning Fund Balance
- Charges, Fees, License, Permits, Fines, Assessments
- General Fund Support

Expenses



- Contingency
- Materials and Services
- Personnel Services
- Reserve for Future Expenditures



Department Budget Summary by Fund

Line of Business Name	Program Name	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		General Fund (100)	ARPA Fund (230)*	Self-Insurance Fund (760)	Risk Mgmt Claims Fund (761)	Total Budget	General Fund Support in Budget**	Total FTE
Administration	Director's Office	910,376				910,376	214,764	4.0
Administration	Workforce Data Management	826,977				826,977	214,764	4.5
Employee & Labor Relations Management	Employee & Labor Relations	820,972				820,972	214,764	3.5
Workforce Design	Classification & Compensation	1,010,416				1,010,416	214,764	5.0
Workforce Design	Recruitment & Selection	1,611,375				1,611,375	214,764	9.0
Workforce Design	Workforce Planning & Development	591,018				591,018	214,764	2.0
Benefits, Wellness, Leave Management	Benefits Administration			5,366,943		5,366,943	-	14.3
Benefits, Wellness, Leave Management	Medical Insurance			44,788,297		44,788,297	-	-
Benefits, Wellness, Leave Management	Dental Insurance			4,731,000		4,731,000	-	-
Benefits, Wellness, Leave Management	Disability Insurance			1,475,688		1,475,688	-	-
Benefits, Wellness, Leave Management	EAP/Wellness			738,552		738,552	-	-
Benefits, Wellness, Leave Management	Deferred Compensation			3,882		3,882	-	-
Risk & Safety Management	Risk Administration				1,719,025	1,719,025	-	7.8
Risk & Safety Management	Casualty/Liability				11,086,763	11,086,763	-	-
Risk & Safety Management	Workers' Compensation				3,902,039	3,902,039	-	-
Risk & Safety Management	Unemployment				511,941	511,941	-	-
TOTAL		5,771,134	-	57,104,362	17,219,768	80,095,264	1,288,584	50.0
FY 22-23 Budget (Amended)		5,951,933	20,000	59,416,372	17,989,464	83,377,769	1,465,704	50.0
\$ Increase (Decrease)		(180,799)	(20,000)	(2,312,010)	(769,696)	(3,282,505)	(177,120)	0.0
% Increase (Decrease)		-3.0%	-100.0%	-3.9%	-4.3%	-3.9%	-12.1%	0.0%

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

**16-Human Resources (HR) / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	-	103,644	103,644	100,000	(3,644)	-4%
Charges, Fees, License, Permits, Fines, Assessments	3,753,450	3,753,355	4,054,669	4,054,669	4,054,672	3	0%
All Other Revenue Resources	-	10	327,916	327,916	327,878	(38)	0%
General Fund Support	-	1,323,927	1,465,704	1,340,580	1,288,584	(177,120)	-12%
Operating Revenue	3,772,561	5,077,292	5,848,289	5,723,165	5,671,134	(177,155)	-3%
Total Revenue	3,772,561	5,077,292	5,951,933	5,826,809	5,771,134	(180,799)	-3%
Personnel Services	3,798,486	3,984,639	4,769,570	4,741,153	4,965,364	195,794	4%
Materials and Services	832,535	912,382	1,182,360	985,656	805,770	(376,590)	-32%
Operating Expenditure	4,631,020	4,897,021	5,951,930	5,726,809	5,771,134	(180,796)	-3%
Total Expense	4,631,020	4,897,021	5,951,930	5,726,809	5,771,134	(180,796)	-3%
Revenues Less Expenses	(858,459)	180,271	-	100,000	-		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

**16-Human Resources (HR) / 230-Special Grants Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	23,506	20,000	20,000	-	(20,000)	-100%
Operating Revenue	-	23,506	20,000	20,000	-	(20,000)	-100%
Total Revenue	-	23,506	20,000	20,000	-	(20,000)	-100%
Personnel Services	-	23,506	20,000	20,000	-	(20,000)	-100%
Operating Expenditure	-	23,506	20,000	20,000	-	(20,000)	-100%
Total Expense	-	23,506	20,000	20,000	-	(20,000)	-100%
Revenues Less Expenses	-	-	-	-	-		

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

16-Human Resources (HR) / 760-Self-Insurance Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	17,774,794	22,792,734	26,671,097	24,597,171	25,476,496	(1,194,601)	-4%
Federal, State, Local, All Other Gifts & Donations	10,592	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	2,134,487	1,825,986	1,732,490	1,983,778	1,989,008	256,518	15%
All Other Revenue Resources	32,485,670	30,987,062	31,012,785	28,357,530	29,638,858	(1,373,927)	-4%
Operating Revenue	34,630,749	32,813,048	32,745,275	30,341,308	31,627,866	(1,117,409)	-3%
Total Revenue	52,405,543	55,605,782	59,416,372	54,938,479	57,104,362	(2,312,010)	-4%
Personnel Services	1,529,903	1,276,785	2,085,159	2,077,086	2,331,367	246,208	12%
Materials and Services	28,082,906	29,731,826	32,734,179	27,384,897	35,461,787	2,727,608	8%
Operating Expenditure	29,612,809	31,008,611	34,819,338	29,461,983	37,793,154	2,973,816	9%
Contingency	-	-	21,593,482	-	16,027,969	(5,565,513)	-26%
Reserve for Future Expenditures	-	-	3,003,552	-	3,283,239	279,687	9%
Total Expense	29,612,809	31,008,611	59,416,372	29,461,983	57,104,362	(2,312,010)	-4%
Revenues Less Expenses	22,792,734	24,597,171	-	25,476,496	-		

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

16-Human Resources (HR) / 761-Risk Management Claims Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	13,369,285	12,813,277	12,664,838	12,135,003	11,169,390	(1,495,448)	-12%
Federal, State, Local, All Other Gifts & Donations	18,792	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	5,029,842	5,136,448	5,224,626	5,104,626	6,000,378	775,752	15%
All Other Revenue Resources	326,761	36,740	100,000	10,000	50,000	(50,000)	-50%
Operating Revenue	5,375,394	5,173,188	5,324,626	5,114,626	6,050,378	725,752	14%
Total Revenue	18,744,679	17,986,465	17,989,464	17,249,629	17,219,768	(769,696)	-4%
Personnel Services	1,402,639	1,316,214	1,410,925	1,409,925	1,496,142	85,217	6%
Materials and Services	3,528,764	4,535,247	4,817,499	4,670,314	4,940,183	122,684	3%
Operating Expenditure	4,931,402	5,851,461	6,228,424	6,080,239	6,436,325	207,901	3%
Transfers	1,000,000	-	-	-	-	-	-
Contingency	-	-	2,919,040	-	7,114,443	4,195,403	144%
Reserve for Future Expenditures	-	-	8,842,000	-	3,669,000	(5,173,000)	-59%
Total Expense	5,931,402	5,851,461	17,989,464	6,080,239	17,219,768	(769,696)	-4%
Revenues Less Expenses	12,813,277	12,135,003	-	11,169,390	-		

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

Significant Policy and/or Financial Issues

Description	Impact
<p>Legal Compliance</p> <p><u>Oregon Paid Leave</u> – The Oregon State Legislature enacted Paid Leave Oregon in 2019, which allows individuals to take paid time off to care for themselves and their loved ones for qualifying situations. It is funded by contributions from both employers and employees.</p> <p><u>Equal Pay Act</u> - Next critical steps are to revise and implement compensation business practices and technological system enhancements to monitor and maintain pay equity within the workforce and compliance with Oregon law. The next Equal Pay Analysis audit begins in 2024.</p>	<p>County financial resources, electronic systems, collective bargaining agreements, policies, and vendor agreements must all be in place effective September 1, 2023 to ensure compliance with the new Oregon law.</p> <p>There continues to be a significant financial and workload impact to the Classification and Compensation, Employee and Labor Relations, Recruitment, and Workforce Data Management programs to bargain changes in collective bargaining agreements, revising County policies, and upgrading system enhancements to aid the County in staying in compliance with the Equal Pay Act; lack of compliance with the Equal Pay Act would result in financial penalties to the organization.</p>
<p>Workforce Support to County Departments</p> <p>Human Resources aids County departments by providing the Human Resources services they need to provide high quality service to Clackamas residents and achieve their business results. These services are especially important during times of budget challenges and the resulting organizational changes. Addressing these demands and maintaining an engaged and productive workforce during times of organizational stress, requires innovation, collaboration, and integrated problem-solving strategies in all program areas of the Human Resources department.</p>	<p>Human Resources staff members have a deep understanding the County organization and continue to provide guidance to all levels of the organization to navigate the complexity of workforce issues that affect County department operations, such as labor contract issues, employment laws and regulations, staffing requirements, compensation needs and challenges, competitive benefits, training managers and supervisors to lead the workforce, and attending to the risk and safety needs of the workforce and the organization.</p>
<p>Business Process Operational Efficiency</p> <p>Greater demand for services and limited resources continue to drive the need for HR to gain efficiencies and rethink the way we do business. The Benefits Administration and Workforce Data Management teams will drive these initiatives in the coming year.</p>	<p>Workforce Data Management continues to provide business process and technological solutions to for all areas of HR, requiring partnership with Technology Services and external consultants to meet the demand and develop efficiencies. Completion of the Benefits Transformation Initiative will move the County from transactional benefits administration to strategic managed benefits delivery system.</p>



Human Resources Department (16)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA Fund (230)*	FY 23-24 Self-Insurance Fund (760)	FY 23-24 Risk Mgmt Claims Fund (761)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Administration	Director's Office	910,376	-			910,376	214,764	4.0
Administration	Workforce Data Management	826,977	-			826,977	214,764	4.5
Employee & Labor Relations Management	Employee & Labor Relations	820,972				820,972	214,764	3.5
Workforce Design	Classification & Compensation	1,010,416				1,010,416	214,764	5.0
Workforce Design	Recruitment & Selection	1,611,375				1,611,375	214,764	9.0
Workforce Design	Workforce Planning & Development	591,018				591,018	214,764	2.0
Benefits, Wellness, Leave Management	Benefits Administration		-	5,366,943		5,366,943	-	14.3
Benefits, Wellness, Leave Management	Medical Insurance			44,788,297		44,788,297	-	-
Benefits, Wellness, Leave Management	Dental Insurance			4,731,000		4,731,000	-	-
Benefits, Wellness, Leave Management	Disability Insurance			1,475,688		1,475,688	-	-
Benefits, Wellness, Leave Management	EAP/Wellness			738,552		738,552	-	-
Benefits, Wellness, Leave Management	Deferred Compensation			3,882		3,882	-	-
Risk & Safety Management	Risk Administration		-		1,719,025	1,719,025	-	7.8
Risk & Safety Management	Casualty/Liability				11,086,763	11,086,763	-	-
Risk & Safety Management	Workers' Compensation				3,902,039	3,902,039	-	-
Risk & Safety Management	Unemployment				511,941	511,941	-	-
TOTAL		5,771,134	-	57,104,362	17,219,768	80,095,264	1,288,584	50.0
<i>FY 22-23 Budget (Amended)</i>		5,951,933	20,000	59,416,372	17,989,464	83,377,769	1,465,704	50.0
<i>\$ Increase (Decrease)</i>		(180,799)	(20,000)	(2,312,010)	(769,696)	(3,282,505)	(177,120)	0.0
<i>% Increase (Decrease)</i>		-3.0%	-100.0%	-3.9%	-4.3%	-3.9%	-12.1%	0.0%

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



Purpose Statement

The purpose of the Human Resources Director's Office program is to provide HR direction, executive consultation and policy decision services to the Board of County Commissioners, County Administrator, County Departments and employees so they can have a strategic partner to achieve their strategic and operational goals.

Performance Narrative Statement

Major Initiatives:

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

Employee Policy and Practices (EPP)/County Code Integration

Our engagement with a local human resources consulting firm since December, 2020, has resulted in significant progress in our effort to create new and revise existing employment policies so that they are in compliance with federal and state employment laws. To date, our team of consultants and internal staff subject matter experts have made significant edits to 44 Employment Policy and Practices (EPPs). Once edits are complete, next steps include review by County Counsel, Executive Management Team, (EMT), the Policy Committee, and unions, followed by approval by County Administration or the Board of County Commissioners. Simultaneously, employment policy language will be eliminated from the Personnel Ordinance (County Code Section 2.05). The project result will be current policies that are easily accessible by all users.

Internal Complaint Process

In response to a comprehensive audit of the County's practices related to Internal Complaints by the County's Internal Auditor, we have continued to evaluate our processes and apply the recommendations presented in the audit report. Our efforts during this fiscal year include a thorough review of the business process and development of the Internal Complaints module within the Origami database. Utilizing this database will allow us to retain current and historic records in one location, actively manage cases, and reporting capabilities. We will continue to make progress on the specific actions that will address the recommendations during FY 22/23.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Result	By 2021, 90% of Clackamas County managers agree or strongly agree that Human Resources is a strategic business partner. ⁴	91%	100% ¹	90%	N/A	90%
Result	80% of HR Lines of Business managers who report they "strongly agree" or "agree" that Administrative Services helps their line of business to achieve results, is efficient and timely in response, and is proactive in solving problems.	100%	100% ¹	80%	100%	80%
Output	Number of revised Employee Policies and Procedures and County Code. ³	3 ²	5	12	3	12
Output (NEW)	Number of Internal Complaints investigated per fiscal year ³	13	8	10	3	7

Performance Measures Narrative:

¹ Our efforts to provide excellent customer service and strategic partner consultative services continue to be well received from internal County customers. We will continue to incorporate feedback to ensure this strong trend continues and evolves with the needs of the County.

² We are only reporting on fully approved and implemented Employment Policies and Practices in the measure above. While we are only reporting five completed policies to in FY 21/22, we had a higher number of revised County employment policies during budget committee hearings late 2022, based on the project plan and consultant firm efforts to date.

³ This data is collected each Fiscal Year in June.

Program includes:

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

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

Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	43,866	43,866	-	(43,866)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	19,111	8,183	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	3,753,450	725,491	629,839	629,839	695,612	65,773	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	205,691	221,512	211,152	214,764	(6,748)	-3%
Operating Revenue	3,772,561	939,365	851,351	840,991	910,376	59,025	7%
Total Revenue	3,772,561	939,365	895,217	884,857	910,376	15,159	2%
Personnel Services	3,798,486	724,078	622,694	621,694	684,296	61,602	10%
Materials and Services	832,535	202,066	272,523	263,163	226,080	(46,443)	-17%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	4,631,020	926,144	895,217	884,857	910,376	15,159	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,631,020	926,144	895,217	884,857	910,376	15,159	2%
Revenues Less Expenses	(858,459)	13,222	-	-	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Administration

Workforce Data Management

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

Paid Leave Oregon: Support Benefits, Wellness, and Leaves with the implementation of Paid Leave Oregon effective September 3, 2023.

Equal Pay Act: Support Classification and Compensation in the implementation of pay equity compensation. This included creating tools for the salary placement assessments and reports for C&C to ensure compliance and equitable salary for all employees. WDM continues to collaborate with both the Classification and Compensation team as well as Recruitment and Selection team to develop and streamline processes for equitable salary placement analysis.

Business Process Improvements: Provide system improvements to enhance Recruitment and Selection business processes to be more agile and streamlined. This includes implementing a resume parsing tool, automating the conditional job offer through PeopleSoft, and creating recruitment email templates to improve applicant and hiring manager experience, and HR processes.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Result	95% of departments submitting Personnel Actions not needing material corrections.	94%	94% ¹	95%	97% ¹	95%
Result (NEW)	80% of HR Managers, HR Staff, and PA Processors reporting by survey that business and system enhancements have improved their daily operations and achieve strategic results.	97%	97% ¹	80%	77% ¹	80%
Output	Number of data transactions provided	9236 ²	7,884	7,200	20,295 ¹	7,200
Output (NEW)	Number of Employee Self Service password resets.	1,478	1,349	400	212 ³	400
Output (NEW)	Number of HR system enhancements.	13	19	10	6 ³	10
Output (NEW)	Number of HR business process improvements.	4	14	10	9 ³	10
Output	Number of Managers and staff trained (removed)	Discontinue	n/a	n/a	n/a	n/a

The WDM unit processes between 9000-11,000 transactions annually for our employee workforce. This process is highly manual and requires analysis of the transaction against the variety of work rule documents to ensure data quality.

The numbers of transactions fluctuate from year to year based on the implementation of collective bargaining agreements and other large-scale initiatives that influence employee data. Examples include creation of new infrastructure for MFR or the implementation or upgrade of systems impacted by PeopleSoft HCM.

Because the county has many sources for work rules between ordinances, policies, collective bargaining contracts, and other work rules, we find that departments struggle to apply our county work rules consistently. Our current data collection method of Personnel Action review shows that close to 95% of transactions submitted to Human Resources is correct, a 10% from 85% increase since this measure was put in place. One way we've addressed the 15% of transactions that are incorrect is to enhance the PA forms, provide job aids, and training for all the tools available to aid this process. We created a specific series of training courses for PA Processors and managers that we have delivered since fiscal year 16/17.

¹ Calendar year data 2022. This data is collected once a calendar year.

² Number pulls date the transaction is processed. Prior to this, it pulled the effective date of the transaction. Thus may not align with prior report.

³ Measure is a quarterly reported measure, data reflects data totals up to Q3.

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

Explanation



160102-Workforce Data Management
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	16,812	16,812	-	(16,812)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	20,000	20,000	-	(20,000)	-100%
Charges, Fees, License, Permits, Fines, Assessments	-	602,943	658,230	658,230	612,213	(46,017)	-7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	10	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	217,499	221,512	216,595	214,764	(6,748)	-3%
Operating Revenue	-	820,452	899,742	894,825	826,977	(72,765)	-8%
Total Revenue	-	820,452	916,554	911,637	826,977	(89,577)	-10%
Personnel Services	-	738,995	777,305	752,888	746,638	(30,667)	-4%
Materials and Services	-	139,269	139,249	158,749	80,339	(58,910)	-42%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	878,264	916,554	911,637	826,977	(89,577)	-10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	878,264	916,554	911,637	826,977	(89,577)	-10%
Revenues Less Expenses	-	(57,812)	-	-	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Employee and Labor Relations

Employee and Labor Relations

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

Our goal is to reduce liability to the County regarding employment actions by resolving issues at the lowest levels and partnering with managers regarding employee and labor relations matters in an effort to enhance organizational effectiveness. These activities include the application of policies and contract interpretation and administration; strategizing how to address issues proactively; assisting with workplace conflict resolution; responding to employee performance issues and grievances; and providing guidance and training on collective bargaining agreements, policies, and other employee and labor relation subjects.

The County is presently in negotiations with the Employees' Association, all three (3) AFSCME unions (CCOM, DTD and WES) and the Federation of Parole and Probation Officers (FOPPO) as a result of the wage reopener language in their contracts related to July 1, 2023 cost of living increases. Successor contract negotiations with the Peace Officers Association (POA) will also begin in May 2023 for their contract ending on June 30, 2023. We will also continue to bargain with the various unions the necessary changes to policy and contract language related to the County's to the Equal Pay Audit. Additionally, we will continue bargaining with the various unions the impacts of the implementation of Oregon Paid Leave, which is scheduled to take effect in September 2023.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Result (NEW)	90% of corrective actions involving written reprimands, suspensions, demotions and employee terminations will have been vetted with E&LR before imposition.	100% ¹	100% ¹	90%	100%	90%
Result (NEW)	90% of managers/supervisors/will have E&LR training biannually.	0% ²	0% ²	90%	73%	90%
Output	Number of collective bargaining agreements and/or other labor agreements negotiated to resolution.	16	11	5 ³	13	5 ³
Output (NEW)	Number of managers and supervisors completing employee/labor relations training courses.	0 ⁴	68 ⁴	171	65	171
Output (NEW)	Number of corrective actions involving written reprimand and above vetted with E&LR before imposing.	9	26	20	24	20
Result	80% of grievances resolved prior to arbitration	Discontinue	n/a		n/a	
Output	Number of disciplinary actions involving economic loss	Discontinue	n/a		n/a	
Output	Number of implemented performance improvement plans, work plans and/or other similar performance management related tools	n/a	n/a		n/a	

Performance Measures Narrative:

¹ We have made solid progress in our new goal to engage in collaboration and consultation with County managers and supervisors during the progressive discipline process.

² The COVID pandemic-related remote work schedule within the County contributed to the results for the E&LR training related measures during this fiscal year.

³ The pandemic was also a considerable factor in the large number of labor agreements negotiated during this fiscal year.

⁴ In partnership with Learning and Development, E&LR has been successful in rolling training back out to County leaders in a virtual setting. E&LR has reworked curriculum for virtual delivery and has provided more training in both a virtual and in person setting as of 2022.

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 Clackamas County has eight (8) separate collective bargaining agreements with six (6) separate unions. The County is obligated to negotiate collective bargaining agreements and other mandatory subjects of bargaining with the recognized unions in accordance with the Oregon Public Employee Collective Bargaining Act, ORS 243.650 - 243.806.



160202-Employee & Labor Relations
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	10,000	10,000	40,000	30,000	300%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	590,625	590,209	590,209	566,208	(24,001)	-4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	226,333	221,512	216,544	214,764	(6,748)	-3%
Operating Revenue	-	816,958	811,721	806,753	780,972	(30,749)	-4%
Total Revenue	-	816,958	821,721	816,753	820,972	(749)	0%
Personnel Services	-	551,840	636,785	633,785	678,135	41,350	6%
Materials and Services	-	124,445	184,935	142,968	142,837	(42,098)	-23%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	676,285	821,720	776,753	820,972	(748)	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	676,285	821,720	776,753	820,972	(748)	0%
Revenues Less Expenses	-	140,673	-	40,000	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Workforce Design Classification and Compensation

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

The Classification & Compensation unit has two major initiatives in addition to the review and allocation of budgeted positions, strategic organizational design, and maintenance of the County's classification and compensation plans.

Pay Equity

In response to the Oregon Equal Pay Act, Classification & Compensation has implemented substantial changes to ensure equitable compensation practices. Among these changes is the salary placement assessment process. Prior to any conditional employment offer being made, Classification & Compensation staff conduct a salary placement assessment, in coordination with Recruitment & Selection and the hiring manager, to determine an equitable pay rate. A salary placement assessment is required for all regular, limited-term, temporary, and seasonal status placements to ensure equity, consistency, and compliance with the Oregon Equal Pay Act.

Classification & Compensation is also in the process of revising pay practices and policies to eliminate the potential for pay equity issues moving forward. This process includes working with an outside chief negotiator to revise collective bargaining agreement language related to compensation practices.

Structured Classification Reviews

Classification & Compensation continues to make progress on this initiative, which seeks to ensure that all county classifications are reviewed for alignment with business needs and market compatibility at least every five years. Ensuring our classification specifications are up to date, that we are paying competitive wages and that employees are classified appropriately go hand-in-hand with the County's Equal Pay Analysis.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 3/31/2023	FY 23-24 Target
Result	By 2025, 100% of County classifications will have been reviewed for alignment with County business needs and market comparability within the past five years, and year over year thereafter.	31%	20%	35%	26%	35%
Result (NEW)	By 2025, County Departments will have access to tools and data necessary to support hiring decisions. ¹	20%	50%	75%	75%	75%
Result (NEW)	By 2025, (full) implementation of Equal Pay Analysis recommendations under the direction of the Board of County Commissioners and the County Administrator.	n/a	25%	50%	65%	50%
Output	Number of position allocations, recommendations and determinations provided.	321	362	250	241	250
Output	Number of market studies conducted (individual classifications and job families).	35	80	100	61	100
Output (NEW)	Number of new or revised classification specifications.	41	17	24	33	24
Output (NEW)	Number of Equal Pay Analysis recommendations. ²	265	827	700	645	700

Performance Measures Narrative:

New Classification and Compensation measures established/revised effective July 1, 2020.

¹ Current terminology should replace "tools" with "information".

Current terminology should replace "Equal Pay Analysis Recommendations" with "Salary Placement Approvals".

²

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



160302-Classification & Compensation
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	60,000	60,000	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	661,394	857,801	857,801	735,652	(122,149)	-14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	282,808	221,512	220,145	214,764	(6,748)	-3%
Operating Revenue	-	944,202	1,079,313	1,077,946	950,416	(128,897)	-12%
Total Revenue	-	944,202	1,079,313	1,077,946	1,010,416	(68,897)	-6%
Personnel Services	-	746,558	915,877	915,877	899,078	(16,799)	-2%
Materials and Services	-	177,914	163,436	102,069	111,338	(52,098)	-32%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	924,472	1,079,313	1,017,946	1,010,416	(68,897)	-6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	924,472	1,079,313	1,017,946	1,010,416	(68,897)	-6%
Revenues Less Expenses	-	19,730	-	60,000	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Workforce Design

Recruitment and Selection

Purpose Statement

The purpose of the Recruitment and Selection Program is to provide consultation, outreach, evaluation and selection services to County Departments so they can hire and retain the qualified, diverse workforce they need to achieve their strategic results.

Performance Narrative Statement

Major Initiatives:

The Recruitment and Selection Division has two major initiatives in addition to providing support to departments to attract a qualified and diverse workforce.

Recruitment Backlog

In response to the recruitment backlog, the County has as a result of the pandemic, labor shortages, retirements, and workforce changes around the U.S., recruitment and selection has hired three (3) two (2) year Limited Terms. These limited terms are provided by the County Administrator and H3S leadership to assist with managing the recruitment backlog. With these additional resources, the recruitment team is focusing on reducing the recruitment backlog, which will help departments fill positions necessary to carry out their objectives. With the support of additional staff, the recruitment and selection team is making progress to reduce the recruitment backlog.

Improvements

Recruitment and Selection continues to look for ways to improve the recruitment process for applicants, hiring managers, and recruiters. A number of new improvements have been implemented such as reduction of the number of standard questions in applications, implementation of COVID OHA language in job postings, intranet page creation and buildout, implement standard diversity statement on all job postings, create and add telework language to job postings, implement JobElephant to assist with posting jobs on external job boards, and creating hiring manager documentation to assist with the recruitment process, ability to generate conditional job offers in PeopleSoft, and implementation of resume parsing tool into PeopleSoft.

Partnership

Recruitment and Selection continues to partner with the Office of Equity and Inclusion, departments, and other divisions within HR to support the County's recruitment needs. Recruitment and Selection will focus on developing a number of resources and learning opportunities focused around recruitment in partnership with others to help strengthen the recruitment process at Clackamas County. Recruitment and Selection continues to represent the County at career and events and looks forward to partnering with local community events to showcase all the wonderful opportunities the County has to offer.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Result	70% of open positions are filled within 90 days from the date of requisition ¹	49%	52%	70%	43%	70%
Output	Number of hires per year	267	461	320	343	320
Output	Number of job postings (recruitments) per year	201	361	260	345	260
Output	Number of recruitment outreach events per year ²	18	12	24	22	24

Performance Measures Narrative:

¹ We continue to work toward our goal of reducing the recruitment backlog and improving recruitment related business processes. We suspect that with the addition of three (3) limited term employees on the recruitment and selection team, we will be able to hire and close more recruitments than previously. It is also anticipated that with the hire of three limited term employees, we will be able to open and close more recruitments than before. While there is a sense of "returning to normal", recruitment continues to be impacted by the pandemic and labor changes throughout the area. As mentioned previously, the "70% of open positions are filled within 90 days from the date of requisition" is no longer a realistic measure as there are many factors outside of the county that can impact and has impacted this metric

² The Recruitment and Selection team continues to hire and work to open job postings to attract a qualified diverse workforce. While we are still seeing the aftermath of the pandemic, job fairs and events are starting to return to on-site. However, participation has changed for some events. The recruitment and selection team continues to look for meaningful opportunities to attend events to showcase and educate individuals about career opportunities at Clackamas County.

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

Explanation



160303-Recruitment & Selection
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	5,000	5,000	-	(5,000)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	706,076	917,449	917,449	1,068,733	151,284	16%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	327,916	327,916	327,878	(38)	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	217,500	358,144	304,597	214,764	(143,380)	-40%
Operating Revenue	-	923,576	1,603,509	1,549,962	1,611,375	7,866	0%
Total Revenue	-	923,576	1,608,509	1,554,962	1,611,375	2,866	0%
Personnel Services	-	841,932	1,416,692	1,416,692	1,513,036	96,344	7%
Materials and Services	-	110,345	191,816	138,270	98,339	(93,477)	-49%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	952,277	1,608,508	1,554,962	1,611,375	2,867	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	952,277	1,608,508	1,554,962	1,611,375	2,867	0%
Revenues Less Expenses	-	(28,701)	-	-	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Workforce Design

Workforce Development and Planning

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

The Workforce Planning and Development (WPD) program supports countywide learning and development, change initiatives, leadership development and provides custom workforce planning services. The team, comprised of 2.8 FTE, focuses internal resources on custom efforts and utilizes vendor support to deliver services where time and resources are limited and outside expertise is beneficial. Much of the WPD budget dollars go towards learning events and training content.

- Learning and Development: In 22/23, we expanded our countywide learning offerings, including more in person offerings and more virtual platforms. We added classroom registration to our Learning Management System (Propositions), making it easier for County employees to register for classes and creating administration efficiencies. We intend to use this platform to maximize new employee and new supervisor onboarding in 23/24. Learning offerings have included such topics as conflict management, facilitation skills, mindful communications, organization skills, building trust and change management and mental health and wellness.
- Manager Communications and Development: Supervisors continue to be our biggest focus. We rolled out Leadership Academy cohort #8 in 22/23, our most diverse and engaged cohort in twelve years of running this program. Projects will be focused on influencing a culture at our organization that supports and cares about employees. We continue to support managers through monthly manager meetings, focused on enhancing communications and transparency on important topics. We created a structure for new supervisor development. It encompasses a Leadership Bootcamp through our Smart Pass 2.0 virtual platform, followed by six monthly HR-facilitated peer learning sessions. We also created a supervisor policy guide, including summaries of key policies for supervisors and narrated presentations which will be posted on our learning management system. And, lastly, we finalized core supervisory expectations and plan to roll these out countywide in 23/24.
- Employee Engagement: Per direction from the County Administrator, we delayed the rollout of the next engagement survey until Spring of 24. In the meantime, we hosted and facilitated two leadership summits which resulted in the creation of employee engagement change champions. This group will focus on helping to create and sustain an engaged workforce and support our next survey implementation.
- Performance Feedback: We have lost momentum the past few years in performance summary completions. Prior to putting this framework in place in 2018, less than 40% of employees received reviews. We saw an upward movement in FY 19/20 and since then, continue to see a downward trend. We attribute this trend to lack of accountability and challenges with the system and ease of the process. We have made some changes in 22/23. After gathering feedback through focus groups, we finalized one performance summary. In addition, we are partnering with TS to create an automated system in 23/24.
- Workforce Planning: Meeting departments where they are at with Workforce Planning will continue to be a focus in FY 23/24. In addition, as we look at turnover trends and employee engagement data, data analytics will help us prepare for the future. Succession planning is going to be critical in preparing for the future.
- Continue to partner with Equity and Inclusion Office in learning offerings and addressing organization challenges of retention and engagement.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Result (NEW)	50% of County departments will have workforce planning strategies looking ahead 2-5 years that are aligned with their strategic business plan in consultation with the Workforce Planning and Development program.	25%	25%	50%	25%	50%
Result	90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time.	92% ¹	91% ¹	90%	94% ¹	90%
Result	90% of employees will have a documented summary of performance at least annually.	61%	60%	90%	70%	90%
Output (NEW)	Number of Workforce planning consultations.	17	32	50	35	50
Output	Number of County employees engaged in learning events.	571	9862	2000	1215	2000
Output (NEW)	Number of employees with a documented summary of performance each year.	1070	828	1800	1120	1800
Output	Number of workforce plans developed	n/a	n/a		n/a	
Result	By 2021 90% of County departments will have workforce planning elements integrated into their strategic business plan	Discontinue	n/a		n/a	
Output	Number of employees engaging with the Leadership Academy	Discontinue	n/a		n/a	
Output	Number of County employees registered for formal learning events	Discontinue	n/a		n/a	

Performance Measures Narrative:

The 10% increase since FY 21/22 is due to our collaboration with the Sheriff's Office and the new system they put in place that aligns with our framework, Clarify, Converse, and Capture. The Sheriff's Office went from 33% to 90% timely documented performance summaries in one year. We are looking at a countywide system for FY 23/24 to help us get closer to our 90% target countywide.

We'll see volatility in number of employees registered for events depending on required annual trainings.

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Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



160304-Workforce Planning & Development
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	27,966	27,966	-	(27,966)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	466,826	401,141	401,141	376,254	(24,887)	-6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	174,096	221,512	171,547	214,764	(6,748)	-3%
Operating Revenue	-	640,922	622,653	572,688	591,018	(31,635)	-5%
Total Revenue	-	640,922	650,619	600,654	591,018	(59,601)	-9%
Personnel Services	-	389,419	420,217	420,217	444,181	23,964	6%
Materials and Services	-	158,343	230,401	180,437	146,837	(83,564)	-36%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	547,762	650,618	600,654	591,018	(59,600)	-9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	547,762	650,618	600,654	591,018	(59,600)	-9%
Revenues Less Expenses	-	93,160	-	-	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Benefits and Wellness

Benefits Administration

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

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

In 2022 we completed Phase 3 of our Benefits Service Delivery Transformation in order to prepare to implement our service delivery strategy. A primary objective of this phase was to identify and onboard a benefits administration third-party vendor in order to move the County from transactional benefits administration to strategically managed benefits delivery. The third-party vendor has been identified and this project will continue into FY 23-24 to help the county realize its strategy and achieve success in the following areas:

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

We also began evaluating and preparing for Oregon Paid Family Medical Leave (PFML), a recent state-mandated leave that applies to the county and its workforce. The new law provides a broad benefit to workers across the state, but also significantly increases complexity and risk to program administration.

The County considered three options to ensure compliance with this new law: adopt the state program, self-administer and fund an equivalent plan, or offer a fully insured equivalent plan and outsource its administration. Ultimately, the County determined to move forward with utilizing a fully insured equivalent plan and outsource its administration based on a number of factors, including the current state of its Leave Administration program, which lacks modern approaches to program administration in its processes and technology. These lead to diminished customer experience, errors in reporting and compliance, and unnecessary risk exposure for the County.

By leveraging our current employee disability benefits carrier and third-party administrator The Standard for all leave and disability administration, the County is able to ensure compliance with Oregon PFML requirements, as well as improve customer experience, provide effective coordination of benefits, gain access to accurate and timely data and reporting, and introduce comprehensive compliance, audits and controls for all leave and disability benefit administration. This will also allow for a transformation of the in-house leave administration team with renewed focus on supporting organization-wide productivity and employee engagement efforts.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 22-23 Target
Result (NEW)	80% of employees return to work within 90 days of initial non-occupational short-term disability.	90%	n/a ¹	90%	90% ³	90%
Result (NEW)	90% of supervisor and manager survey responses indicate "agree" or "strongly agree" they have timely and accurate information about their employees' protected leaves and disability.	61%	70%	90%	N/A ²	90%
Result (NEW)	Annual alignment of wellness programs with workforce need.	n/a ¹	n/a ¹	20%	n/a ¹	20%
Output (NEW)	Number of medical leave requests.	n/a ¹	368	450	249	450
Output (NEW)	Number of Wellness Program class participants.	n/a ¹	n/a ¹	150	n/a ¹	150
Output (NEW)	Number of enrollment changes.	n/a ¹	7890	3690	2970	3690
Result	90% of Wellness class surveys indicate "agree" or "strongly agree" that the class contributes to well-being	Discontinue	n/a		n/a	
Result	90% of Expected/Open Leave Cases in PeopleSoft HR are accurate	Discontinue	n/a		n/a	
Result	80% of employees return to work within 180 days of initial non-occupational disability claim	Discontinue	n/a		n/a	

Performance Measures Narrative:

¹ This data was not available due to staff changes.

² This data was not collected by the annual survey from County Administration in Dec 2022.

³ Return to Work data isn't available until July so this data is an estimate.

By leveraging third-party administrators for benefits and leave administration, the Benefits & Wellness division will have access to relevant, accurate and timely program data and dashboards, which are not currently available. This will allow for development of expanded Performance Clackamas results and outputs to drive better program performance and accountability.

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation Mandated Services: Clackamas County is considered an applicable large employer under the Affordable Care Act. This means that the County is required to offer eligible employees medical coverage that meets affordability and minimum value standards.



160401-Benefits Administration
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	2,883,320	2,896,090	2,036,817	2,036,817	3,304,078	1,267,261	62%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	10,592	6,210	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	2,046,033	1,746,745	1,655,078	1,907,534	1,912,764	257,686	16%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	207,306	50,369	153,200	153,200	150,101	(3,099)	-2%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,263,930	1,803,324	1,808,278	2,060,734	2,062,865	254,587	14%
Total Revenue	5,147,250	4,699,415	3,845,095	4,097,551	5,366,943	1,521,848	40%
Personnel Services	1,529,903	1,285,538	2,085,159	2,077,086	2,331,367	246,208	12%
Materials and Services	721,257	858,316	1,286,082	1,216,387	2,710,751	1,424,669	111%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,251,160	2,143,854	3,371,241	3,293,473	5,042,118	1,670,877	50%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	473,854	-	324,825	(149,029)	-31%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,251,160	2,143,854	3,845,095	3,293,473	5,366,943	1,521,848	40%
Revenues Less Expenses	2,896,090	2,555,561	-	804,078	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Benefits and Wellness

Medical Insurance

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Output (NEW)	Number of enrollment changes.	n/a	7890	3690	2970	3690

Performance Measures Narrative:

None

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

Explanation Mandated Services: Clackamas County is considered an applicable large employer under the Affordable Care Act. This means that the County is required to offer eligible employees medical coverage that meets affordability and minimum value standards.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	11,940,003	16,418,677	20,670,114	18,596,188	17,815,326	(2,854,788)	-14%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	29,457,396	28,265,928	28,279,787	25,688,544	26,972,971	(1,306,816)	-5%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	29,457,396	28,265,928	28,279,787	25,688,544	26,972,971	(1,306,816)	-5%
Total Revenue	41,397,399	44,684,605	48,949,901	44,284,732	44,788,297	(4,161,604)	-9%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	24,978,722	26,467,661	28,865,632	23,969,406	30,167,877	1,302,245	5%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	24,978,722	26,467,661	28,865,632	23,969,406	30,167,877	1,302,245	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,700,000	-	2,997,000	297,000	11%
Contingency	-	-	17,384,269	-	11,623,420	(5,760,849)	-33%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	24,978,722	26,467,661	48,949,901	23,969,406	44,788,297	(4,161,604)	-9%
Revenues Less Expenses	16,418,677	18,216,944	-	20,315,326	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Benefits and Wellness

Dental Insurance

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

	FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target

Performance Measures Narrative: N/A

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,488,578	1,800,854	2,123,364	2,123,364	2,579,788	456,424	21%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,422,627	2,311,624	2,214,223	2,151,212	2,151,212	(63,011)	-3%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,422,627	2,311,624	2,214,223	2,151,212	2,151,212	(63,011)	-3%
Total Revenue	3,911,205	4,112,478	4,337,587	4,274,576	4,731,000	393,413	9%
Personnel Services	-	(2,543)	-	-	-	-	-
Materials and Services	2,110,351	2,142,095	2,094,868	1,694,788	1,894,788	(200,080)	-10%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,110,351	2,139,552	2,094,868	1,694,788	1,894,788	(200,080)	-10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	245,300	-	248,000	2,700	1%
Contingency	-	-	1,997,419	-	2,588,212	590,793	30%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,110,351	2,139,552	4,337,587	1,694,788	4,731,000	393,413	9%
Revenues Less Expenses	1,800,854	1,972,926	-	2,579,788	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Benefits and Wellness

Disability Insurance

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Result (NEW)	80% of employees return to work within 90 days of initial non-occupational short-term disability.	90%	95%	90%	90% ²	
Result (NEW)	90% of supervisor and manager survey responses indicate "agree or "strongly agree" they have timely and accurate information about their employees' protected leaves and disability.	61%	70%	90%	N/A ¹	90%
Output (NEW)	Number of medical leave requests.	n/a	368	450	249	450

Performance Measures Narrative:

¹ This data was not collected by the annual survey from County Administration in Dec 2022.

² Return to Work data isn't available until July so this data is an estimate.

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



160404-Disability Insurance
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	833,180	992,564	1,172,381	1,172,381	1,190,546	18,165	2%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	312,487	276,081	285,142	285,142	285,142	-	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	312,487	276,081	285,142	285,142	285,142	-	0%
Total Revenue	1,145,668	1,268,645	1,457,523	1,457,523	1,475,688	18,165	1%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	153,104	165,839	305,325	266,977	466,977	161,652	53%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	153,104	165,839	305,325	266,977	466,977	161,652	53%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	58,252	-	38,239	(20,013)	-34%
Contingency	-	-	1,093,946	-	970,472	(123,474)	-11%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	153,104	165,839	1,457,523	266,977	1,475,688	18,165	1%
Revenues Less Expenses	992,564	1,102,805	-	1,190,546	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Benefits and Wellness

Employee Assistance Program/Wellness

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Result (NEW)	Annual alignment of wellness programs with workforce need.	n/a ¹	n/a ¹	20%	n/a ¹	20%
Output (NEW)	Number of Wellness Program class participants.	n/a ¹	n/a ¹	150	n/a ¹	150

Performance Measures Narrative:

¹ This data was not available due to staff changes.

Program includes:

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

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

Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	627,630	682,466	662,739	662,739	582,876	(79,863)	-12%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	88,454	79,241	77,412	76,244	76,244	(1,168)	-2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	85,755	83,061	80,433	79,432	79,432	(1,001)	-1%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	174,209	162,302	157,845	155,676	155,676	(2,169)	-1%
Total Revenue	801,839	844,768	820,584	818,415	738,552	(82,032)	-10%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	119,373	97,916	177,572	235,539	219,594	42,022	24%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	119,373	97,916	177,572	235,539	219,594	42,022	24%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	643,012	-	518,958	(124,054)	-19%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	119,373	97,916	820,584	235,539	738,552	(82,032)	-10%
Revenues Less Expenses	682,466	746,852	-	582,876	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Benefits and Wellness

Deferred Compensation

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

	FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target

Performance Measures Narrative: n/a

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



160406-Deferred Compensation
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	2,082	2,082	5,682	5,682	3,882	(1,800)	-32%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	100	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	100	-	-	-	-	-	-
Total Revenue	2,182	2,082	5,682	5,682	3,882	(1,800)	-32%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	100	-	4,700	1,800	1,800	(2,900)	-62%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	100	-	4,700	1,800	1,800	(2,900)	-62%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	982	-	2,082	1,100	112%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	100	-	5,682	1,800	3,882	(1,800)	-32%
Revenues Less Expenses	2,082	2,082	-	3,882	-		

Notes: This program is part of the comprehensive employee benefits plan for Clackamas County employees and includes a range of services.



Risk & Safety Management

Risk Administration

Purpose Statement

The purpose of the Risk and Safety Management line of business is to provide comprehensive loss prevention and control, risk management, planning education and consultation services to County departments and employees, so they can create a workplace culture committed to practices that reduce risk, sustain a healthy and productive workforce, and preserve financial resources.

Performance Narrative Statement

Major Initiatives/Goals:

Continue optimization of the RMIS system for liability and workers compensation claims handling:

Efficiency improvements continue to emerge, thereby reducing administrative burden and allowing more time toward analysis and management of County risks and claims. Additionally, other areas of HR continue to explore the use of the system for their own process optimization.

Update County Risk allocation model for FY 24/25 year:

Update existing allocation model, assuring that each department is paying their equitable share of risk management expenses.

Goals: Continue to look for best insurance or risk transfer options; Keep County Risk allocation increases to a minimum; Protect County employees and assets

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Result	Clackamas County will maintain a workers' compensation rating below the state's industry average. ¹	71%	74%	100%	77%	100%
Results	Maintain Clackamas County's ratio of actual liability claims losses paid to the actuarial estimate at 1 or below. ¹	0.60	0.60	1	0.8	1
Result	By 2025, all classification specifications will contain risk management responsibilities. ¹	0%	0%	100%	100%	100%
Result	By 2025, departments will have access to real time risk management data (examples: injury trends, claim expenses).	100%	100%	100%	100%	100%
Output	Number of ergonomic assessments provided quarterly	21	63	100	40	100
Output	Number of liability claims.	83	96	120	86	120
Output	Number of workers' compensation claims processed quarterly	32	120	120	73	30
Output	Number of driving checks ¹	379	497	400	278	400
Output	Number of unemployment claims.	104	193	120	68	150

Performance Measures Narrative:

¹ This data is per Fiscal Year and collected annually in June.

The "Results" measures are intended to measure success of the overall program to industry metrics. Comparing the actual liability claims amount paid to what is "expected", based on a review by our third party actuary, gives a good sense of our loss control, mitigation and management efforts around our liability claims.

In a similar vein, the workers' compensation rating results measure is another way to compare us to our industry peers. This is a number used by insurance companies to gauge both past cost of injuries and future chances of risk. One (1) is general industry standard. Anything below that indicates above average in comparison.

The "Outputs" are broken down into five categories;

-Ergonomics, liability claims, workers' compensation claims, driving checks and unemployment claims processed.

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	383,111	56,134	81,138	-	(56,134)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	18,792	9,112	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,825,032	1,228,659	1,669,427	1,573,631	1,719,025	49,598	3%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	188,474	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,032,298	1,237,771	1,669,427	1,573,631	1,719,025	49,598	3%
Total Revenue	2,032,298	1,620,882	1,725,561	1,654,769	1,719,025	(6,536)	0%
Personnel Services	1,402,639	1,306,602	1,410,925	1,409,925	1,496,142	85,217	6%
Materials and Services	246,936	233,142	250,349	244,844	222,883	(27,466)	-11%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,649,574	1,539,744	1,661,274	1,654,769	1,719,025	57,751	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	64,287	-	-	(64,287)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,649,574	1,539,744	1,725,561	1,654,769	1,719,025	(6,536)	0%
Revenues Less Expenses	382,724	81,138	-	-	-		

Notes:
 The administration program for Risk & Safety that contains the salaries, fringe, software and allocation costs of the Risk Fund. Costs here have risen mostly in-step with economic inflation. FTE count has remained the same for at least 5 years.



Risk & Safety Management

Casualty/Liability

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 22-23 Target
Output	Number of liability claims.	83	96	120	86	120
Results	Maintain Clackamas County's ratio of actual liability claims losses paid to the actuarial estimate at 1 or below. ¹	0.60	0.60	1	0.8	1

Performance Measures Narrative:

¹ This data is per Fiscal Year and collected annually in June.

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	10,610,071	10,053,303	10,045,203	9,772,288	9,001,994	(1,043,209)	-10%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,888,229	2,087,482	2,132,335	1,611,411	2,034,769	(97,566)	-5%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	138,286	36,740	100,000	10,000	50,000	(50,000)	-50%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,026,515	2,124,222	2,232,335	1,621,411	2,084,769	(147,566)	-7%
Total Revenue	12,636,585	12,177,524	12,277,538	11,393,699	11,086,763	(1,190,775)	-10%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	1,583,851	2,405,236	2,472,850	2,391,705	2,502,500	29,650	1%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,583,851	2,405,236	2,472,850	2,391,705	2,502,500	29,650	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	1,000,000	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	6,701,000	-	2,669,000	(4,032,000)	-60%
Contingency	-	-	2,503,688	-	5,915,263	3,411,575	136%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,583,851	2,405,236	11,677,538	2,391,705	11,086,763	(590,775)	-5%
Revenues Less Expenses	10,052,734	9,772,288	600,000	9,001,994	-		

Notes:

Liability claims costs have held mostly steady for many years. Several large claims were paid out this current fiscal year. In FY 19, Clackamas County spent \$853,578 on insurance premiums. In FY 23, Clackamas County spent \$1,315,541, an increase of 54%



Risk & Safety Management

Workers' Compensation

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Result	Clackamas County will maintain a workers' compensation rating below the state's industry average. ¹	71%	74%	100%	77%	100%
Output	Number of workers' compensation claims processed quarterly	32	120	120	73	30

Performance Measures Narrative:

¹ This data is per Fiscal Year and collected annually in June

Program includes:

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

Explain all "Yes" boxes below

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

Explanation



160503-Workers' Compensation
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	2,588,377	2,207,713	2,398,151	2,115,836	2,005,455	(392,696)	-16%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,094,177	1,593,038	1,222,864	1,719,584	1,896,584	673,720	55%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,094,177	1,593,038	1,222,864	1,719,584	1,896,584	673,720	55%
Total Revenue	3,682,554	3,800,751	3,621,015	3,835,420	3,902,039	281,024	8%
Personnel Services	-	18,725	-	-	-	-	-
Materials and Services	1,473,886	1,666,190	1,890,500	1,829,965	1,861,000	(29,500)	-2%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,473,886	1,684,915	1,890,500	1,829,965	1,861,000	(29,500)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,141,000	-	1,000,000	(1,141,000)	-53%
Contingency	-	-	189,515	-	1,041,039	851,524	449%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,473,886	1,684,915	4,221,015	1,829,965	3,902,039	(318,976)	-8%
Revenues Less Expenses	2,208,669	2,115,836	(600,000)	2,005,455	-		

Notes:

The 6/30/22 WC actuarial report showed an actuarial increase of \$976,000 (46%) on a y-o-y basis. This is indicative of increasing claim severity, increasing costs of medical treatment, increasing litigation, increasing PTSD claims, among others.



Risk & Safety Management

Unemployment

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Output	Number of Unemployment Claims.	104	193	120	68	150

Performance Measures Narrative:

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



160504-Unemployment

BCC Priority Alignment: Accountable Government

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	170,837	169,150	165,350	165,741	161,941	(3,409)	-2%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	222,404	227,269	200,000	200,000	350,000	150,000	75%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	222,404	227,269	200,000	200,000	350,000	150,000	75%
Total Revenue	393,241	396,419	365,350	365,741	511,941	146,591	40%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	224,091	230,678	203,800	203,800	353,800	150,000	74%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	224,091	230,678	203,800	203,800	353,800	150,000	74%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	161,550	-	158,141	(3,409)	-2%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	224,091	230,678	365,350	203,800	511,941	146,591	40%
Revenues Less Expenses	169,150	165,741	-	161,941	-		

Notes:
 Unemployment costs continue to be managed and paid as needed. Departments are charged for all costs associated to their areas.



Public & Government Affairs

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
Strategy & Policy	In a scientific community survey, PGA measured perception on various issues, including the community’s perception on trust in the information they receive from the county. Results showed that 84% of those surveyed said they trust the information shared by the county, validating the importance of timely, accurate, and easy-to-understand public information.
Communications	Clackamas County had nearly 10 million impressions on our social media posts, more than 6 million page views on our website, 50,000 views on our 476 YouTube videos, and nearly 317,000 clicks to our website as a result of our digital strategies.
	The county’s website has 1.9 million users; 48k+ followers on Facebook, Instagram and Twitter, and 146k+ subscribers in our area on Nextdoor; 11,594 followers on YouTube; a circulation of 13k for our monthly digital newsletter, ClackCo Monthly; and a circulation of 185k+ for our print magazine, My ClackCo.
Community Engagement	PGA assessed countywide community engagement practices and delivered a report, <i>Engage Clackamas</i> , that sets forth recommendations for creating meaningful connections with the wide range of communities, residents, and businesses we serve. The analysis confirms the county’s focus on building long-term relationships with its community and that our efforts are heading in the right direction.
	PGA continues to support 3 hamlets, recruit for 47 advisory boards and commissions, and engage 28 community planning organizations.
	PGA’s public engagement team produced a video about the importance of community engagement as a one-county priority that reaches across all county departments, positions, services, and programs. The video is now part of HR’s onboarding program for all new employees.
Government Relations	PGA successfully secured \$2 million in congressionally directed spending for the Boring Lagoon and \$4 million for the Hillside Housing Project.
	PGA assisted in passing legislation to establish a Willamette Falls Locks Authority and has handed off work to reopen the Locks to this newly formed public entity.

Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Strategy and Policy	50% of external respondents will agree or strongly agree that county communications channels provide trustworthy public information.	*	50%*	84%	87%
Communications/Community Engagement	% of communication plans include public engagement input consistent with community engagement standards.	100%	100%	100%	100%
Government Relations	# of bills tracked during the long legislative session (160-day sessions in odd-numbered years).	**	1500	1844	**

*Community Survey not completed during this fiscal year."

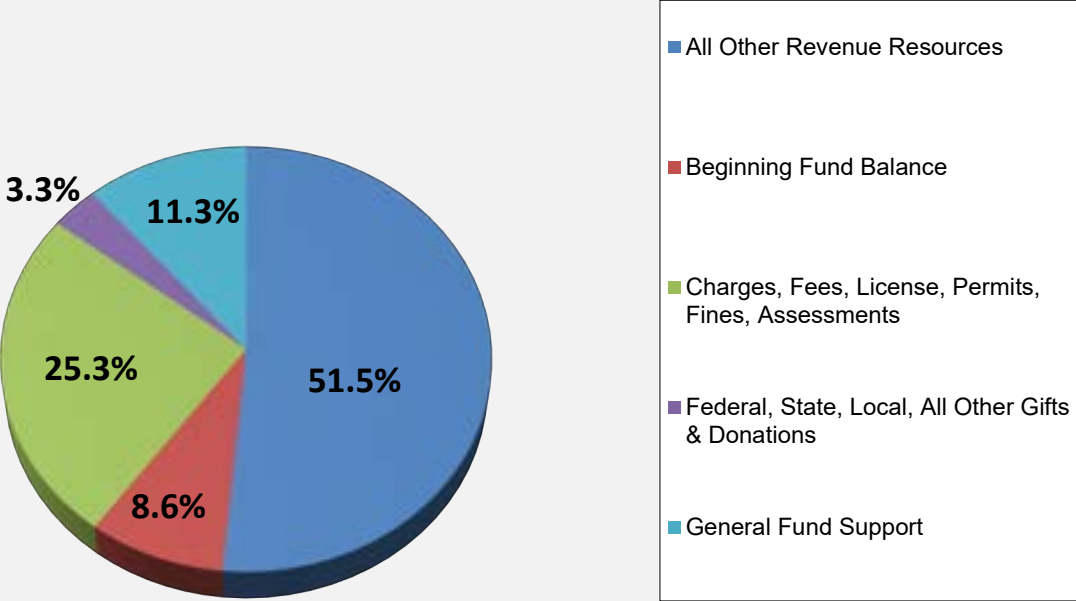
**Short session occurs during this fiscal year.

Program Profiles: FY23-24 Summary

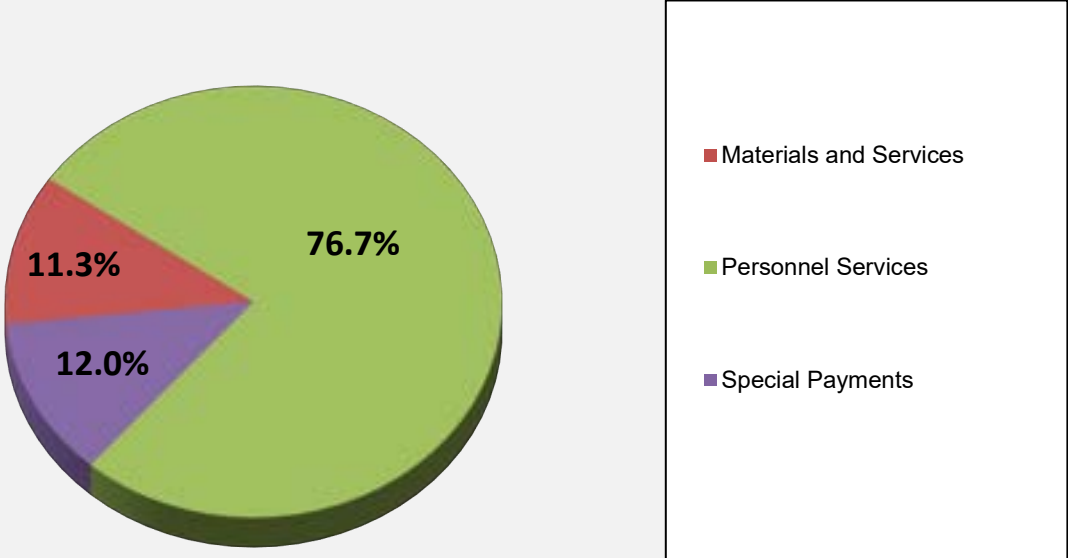
Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Strategy, Policy, and Brand	Strategy and Policy	Accountable Government	678,183	9%	0%	IGA	78%	100% Meet or Exceed
	County Brand Identity	Accountable Government	70,000	0%	0%	None	100%	50% Meet or Exceed
Communications, Engagement, and Advocacy	Communications and Community Engagement	Accountable Government	3,739,874	11%	0%	State	75%	50% Meet or Exceed
	Government and External Relations	Accountable Government	250,470	47%	8%	State/IGA	80%	70% Meet or Exceed

FY23-24 Revenue and Expenses

Revenues



Expenses





Public and Government Affairs (17)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA Fund (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
Strategy, Policy & Brand Identity	Strategy & Policy	678,183	-	678,183	59,437	3.0	
Strategy, Policy & Brand Identity	County Brand Identity	70,000	-	70,000	-	-	
Communications, Engagement & Advocacy	Communications & Community Engagement	3,739,874	-	3,739,874	426,373	18.6	
Communications, Engagement & Advocacy	Government & External Relations	250,470	-	250,470	118,741	0.4	
Misc/Pass-Through	Public, Education, & Government (PEG)	632,938	-	632,938	-	-	
TOTAL		5,371,465	-	5,371,465	604,551	22.0	
		<i>FY 22-23 Budget</i>	6,208,962	-	6,208,962	934,030	24.5
		<i>\$ Increase (Decrease)</i>	-837,497	-	-837,497	-329,479	(2.5)
		<i>% Increase (Decrease)</i>	-13.5%	-	-13.5%	-35.3%	-10.2%

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

**17-Public & Government Affairs (PGA) / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	179,202	168,648	127,698	127,698	70,000	(57,698)	-45%
Federal, State, Local, All Other Gifts & Donations	602,102	289,596	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,372,586	1,362,327	1,299,290	1,299,290	1,299,289	(1)	0%
All Other Revenue Resources	2,637,433	2,825,424	3,454,076	3,319,971	2,764,687	(689,389)	-20%
General Fund Support	-	715,684	934,030	880,122	604,551	(329,479)	-35%
Operating Revenue	4,612,121	5,193,032	5,687,396	5,499,383	4,668,527	(1,018,869)	-18%
Total Revenue	4,791,322	5,361,680	5,815,094	5,627,081	4,738,527	(1,076,567)	-19%
Personnel Services	3,694,952	3,602,241	4,250,102	4,105,849	4,120,616	(129,486)	-3%
Materials and Services	935,181	1,141,269	1,496,294	1,385,534	606,911	(889,383)	-59%
Capital Outlay	37,749	-	-	-	-	-	-
Operating Expenditure	4,667,882	4,743,509	5,746,396	5,491,383	4,727,527	(1,018,869)	-18%
Special Payments	262,920	273,252	68,698	65,698	11,000	(57,698)	-84%
Total Expense	4,930,802	5,016,761	5,815,094	5,557,081	4,738,527	(1,076,567)	-19%
Revenues Less Expenses	(139,480)	344,919	-	70,000	-		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

17-Public & Government Affairs (PGA) / 230-Special Grants Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	9,446	-	-	-	-	-
Operating Revenue	-	9,446	-	-	-	-	-
Total Revenue	-	9,446	-	-	-	-	-
Personnel Services	-	9,446	-	-	-	-	-
Operating Expenditure	-	9,446	-	-	-	-	-
Total Expense	-	9,446	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-		

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

**80-Misc/Pass-Through / 100-General Fund
Summary of Revenue and Expense
PGA PEG 800217**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	-	115,000	115,000	393,868	278,868	242%
Federal, State, Local, All Other Gifts & Donations	-	-	217,363	217,363	177,565	(39,798)	-18%
Charges, Fees, License, Permits, Fines, Assessments	-	-	61,505	61,505	61,505	-	0%
Operating Revenue	-	-	278,868	278,868	239,070	(39,798)	-14%
Total Revenue	-	-	393,868	393,868	632,938	239,070	61%
Special Payments	-	-	393,868	-	632,938	239,070	61%
Total Expense	-	-	393,868	-	632,938	239,070	61%
Revenues Less Expenses	-	-	-	393,868	-		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

Significant Policy and/or Financial Issues

Description	Impact
PGA is currently pursuing \$61 million in additional state funding for the replacement courthouse. Reversal of the Project Turnkey decision is complicating chances of success.	County budget may have to absorb the \$61 million increase if the legislature does not provide the funding.
ODOT's plan to toll I-205 is a significant policy issue for Clackamas County and PGA is spending substantial time and resources to impact this decision.	Should tolling go forward as currently planned, it will have a disproportionate and detrimental effect on Clackamas residents, businesses and visitors.
PGA continues to see a decrease in cable franchise fees due to the closure of several cable franchises.	Franchise fees are PGA's sole source of external revenue. A 10% decrease of these funds is projected for FY23-24. Coupled with the 35% decrease in General Fund dollars, PGA cannot maintain the same level of service. Dedicated content experts were also lost due to partner departments reduction in GF dollars.
The need to engage in local relations is growing as the number and complexity of key county initiatives demand more attention. The county lacks a local relations position.	Without a unified, one-county approach coordinated by PGA, the county cannot effectively leverage its local relationships to address multiple priorities competing for limited external resources.
The demand for deep and authentic community engagement continues to grow across programs and initiatives throughout all public-facing departments.	Our recent analysis of community engagement practices supports the need for expanded resources if the county is to meet the growing demands and the community's expectation of more involvement in county actions.
PGA reaches every county household with its print magazine, <i>#MyClackCo</i> , increasing awareness among residents of the county's services and programs.	Budget reductions have limited distribution of the print publication to once a year, with reduced pages. This decreases the county's ability to increase awareness of its programs and services and strengthening trust through public information. The magazine is available in digital format, but it will take time to increase viewership of the digital issue. Even with an increase, it will not reach 185k+ residents.

Thank you



Public and Government Affairs (17)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**	Total FTE
Strategy, Policy & Brand Identity	Strategy & Policy	678,183	-	678,183	59,437	3.0
Strategy, Policy & Brand Identity	County Brand Identity	70,000	-	70,000	-	-
Communications, Engagement & Advocacy	Communications & Community Engagement	3,739,874	-	3,739,874	426,373	18.6
Communications, Engagement & Advocacy	Government & External Relations	250,470	-	250,470	118,741	0.4
Misc/Pass-Through	Public, Education, & Government (PEG)	632,938	-	632,938	-	-
TOTAL		5,371,465	-	5,371,465	604,551	22.0
<i>FY 22-23 Budget</i>		6,208,962	-	6,208,962	934,030	24.5
<i>\$ Increase (Decrease)</i>		-837,497	-	-837,497	-329,479	(2.5)
<i>% Increase (Decrease)</i>		-13.5%	-	-13.5%	-35.3%	-10.2%

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



Strategy, Policy and County Brand Identity

Strategy and Policy




Purpose Statement

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

Performance Narrative Statement

The Strategy and Policy Program has a budget of \$678,183, which is a 19% decrease from the previous fiscal year. This is primarily due to staffing reductions/reallocations in the program, a decrease in franchise fees and a General Fund reduction. The franchise fees help support PGA's operation expenses. The PEG fees that are dedicated funds that can only be used for cable TV access channels and access centers were moved out of this budget to a pass-thru program.

Key Performance Measures

		FY 20-21 Actuals	FY 21-22 Actuals	FY 21-22 Target	FY 22-23 Target	FY 22-23 Actuals as of 12/31/2022	FY 23-24 Target
 Result	% of employees receive annual performance evaluations	100%	100%	100%	100%	100%	*
 Result	% PGA employees receive Equity, Diversity and Inclusion training annually	New Measure	New Measure	95%	New Measure	100%	*
 Result	50% of external respondents will agree or strongly agree that county communications channels provide trustworthy public information	New Measure	New Measure	10%	New Measure	84%	87%

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation

The county is required to provide public access to public meetings conducted by the Board of County Commissioners. The PEG dollars derived from the franchise fees fund ClackCo TV, which is our government access channel.

Performance Narratives

*PGA has developed all new measures for this program for Performance Clackamas 2.0. These measures will be tracked in FY23-24 if approved.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	113,544	106,970	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	334,352	238,928	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	61,505	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	412,606	1,714,021	601,811	736,500	618,746	16,935	3%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	61,539	109,437	55,529	59,437	(50,000)	-46%
Operating Revenue	746,958	2,075,993	711,248	792,029	678,183	(33,065)	-5%
Total Revenue	860,502	2,182,963	711,248	792,029	678,183	(33,065)	-5%
Personnel Services	867,740	746,943	682,340	607,287	634,224	(48,116)	-7%
Materials and Services	102,772	143,060	150,281	184,742	43,959	(106,322)	-71%
Capital Outlay	37,749	-	-	-	-	-	-
Operating Expense	1,008,262	890,003	832,621	792,029	678,183	(154,438)	-19%
Debt Service	-	-	-	-	-	-	-
Special Payments	258,516	270,740	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,266,778	1,160,742	832,621	792,029	678,183	(154,438)	-19%
Revenues Less Expenses	(406,276)	1,022,220	(121,373)	-	-		

Notes:

PGA is projecting a 10% decrease in Franchise Fee revenue for FY23-24. To alleviate this deficit, PGA has reduced expenses accordingly.



Strategy, Policy and Brand Identity


County Brand Identity Program

Purpose Statement

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

Performance Narrative Statement

PGA's 2020 MFR Plan created the County Brand Identity Program. The program budget is \$70,000. Work has been developed on this program but the full launch is pending approval from County Administration.

		FY 20-21 Actuals	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals (as of 12/31/22)	FY 22-23 Target
 Result	By 2023, a random survey of Oregonians is conducted to get a baseline perception of the County.	New Measure	New Measure	100%	NA	100%

Program includes:

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

Explain all "Yes" boxes below

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

Explanation

Performance Narratives

PGA adopted the above performance measure in July 2020 and has been working toward a refreshed brand identity for the county. The brand refresh is pending approval from County Administration. If approval is granted, the next phase will launch in FY23/24. PGA will adjust the target date for the above-mentioned measure pending approval to move forward with the branding initiative and budget realities.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	70,000	70,000	70,000	-	0%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Total Revenue	-	-	70,000	70,000	70,000	-	0%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	70,000	-	70,000	-	0%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	70,000	-	70,000	-	100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	70,000	-	70,000	-	0%
Revenues Less Expenses	-	-	-	70,000	-		

Notes:
 PGA plans to carryover the \$70k budgeted for brand to the next fiscal year to assist in furthering the brand revitalization goal.



Communications & Engagement Advocacy

Communications & Community Engagement

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

The Communications & Community Engagement Program has a budget of \$3,739,874 in FY23-24. This is a 6% decrease due to the \$350,000 cut to PGA's General Fund subsidy and a projected 10% reduction of Franchise Fee revenue. PGA eliminated 1.0 filled FTE in this program that was paid for by H3S General Fund dollars. Materials and Services has been cut by 50% in this program to alleviate the impact of the revenue reductions.

		FY 20-21 Actual Actual	FY 21-22 Actual Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	% of communication plans include public engagement input consistent with community engagement standards.	New Measure	New Measure	100%	100%	100%
Result	**By 2022, PGA has provided training to 50% of all county departments in community engagement standards based on established guidelines.	New Measure	New Measure	50%	*	*NA

*As part of this measure, PGA developed a video now in use by HR during new employee orientation. PGA does not have data on the number of employees who have seen this video at this time.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

Explanation

Performance Narratives

*PGA submitted four new performance measures for Performance Clackamas 2.0. These measures are currently pending approval. Once approved, measurement tracking will start in FY23-24.

**PGA developed a countywide community engagement framework that will inform and guide PGA's efforts in assisting county departments in delivering relevant and responsive engagement opportunities to the communities we serve. A core component of the framework is to ensure county staff are aware of the importance of community engagement and best practices to follow. Our first step is to provide training to new staff during orientation to ensure they understand the value and importance of community involvement and how to work with PGA to support their efforts. The training began with a short video that has been launched in the HR department and will be followed by training modules for staff who are leading community engagement efforts on behalf of the county.



170202-Communications & Community Engagement
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	240,702	60,114	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,372,586	1,300,822	1,299,290	1,299,290	1,299,289	(1)	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,937,040	1,104,925	2,066,495	1,907,833	2,014,212	(52,283)	-3%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	562,133	713,602	713,602	426,373	(287,229)	-40%
Operating Revenue	3,550,327	3,027,994	4,079,387	3,920,725	3,739,874	(339,513)	-8%
Total Revenue	3,550,327	3,027,994	4,079,387	3,920,725	3,739,874	(339,513)	-8%
Personnel Services	2,463,112	2,485,132	2,904,537	2,897,817	3,399,899	495,362	17%
Materials and Services	760,215	844,864	1,042,477	1,014,908	328,975	(713,502)	-68%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	3,223,327	3,329,995	3,947,014	3,912,725	3,728,874	(218,140)	-6%
Debt Service	-	-	-	-	-	-	-
Special Payments	4,404	2,512	11,000	8,000	11,000	-	0%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,227,731	3,332,507	3,958,014	3,920,725	3,739,874	(218,140)	-6%
Revenues Less Expenses	322,596	(304,513)	121,373	-	-		

Notes:
 PGA is projecting a 10% decrease in Franchise Fee revenue for FY23-24 in addition to the 25% GF cut. To alleviate this deficit, PGA has reduced expenses accordingly.




Communications & Engagement Advocacy Government and External Relations

Purpose Statement

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

Performance Narrative Statement

The Government and External Relations has a budget of \$250,470 in FY23/24. This is a 74% decrease from last fiscal year. This decrease is due to department restructuring and the loss of 1.0 filled FTE. This program now only consists of all contracts pertaining to government affairs and 20% of the 2.0 FTE dedicated to lobbying that is done for the county.

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals	FY 23-24 Target
	Result # of bills tracked during the long legislative session (160-day sessions in odd-numbered years).	New Measure	**	1500	1844	**

**Short session occurs during this fiscal year.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

PGA provides legislative strategy, support, and advocacy both at the state and federal levels to pursue the county's legislative priorities and funding to support these priorities.

Performance Narratives

PGA has developed all new measures for this program for Performance Clackamas 2.0. These measures will be tracked in FY23-24 if approved.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	65,658	61,678	57,698	57,698	-	(57,698)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	27,048	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	287,787	6,479	785,770	675,638	131,729	(654,041)	-83%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	92,012	110,991	110,991	118,741	7,750	7%
Operating Revenue	314,836	98,491	896,761	786,629	250,470	(646,291)	-72%
Total Revenue	380,493	160,169	954,459	844,327	250,470	(703,989)	-74%
Personnel Services	364,099	379,612	663,225	600,745	86,493	(576,732)	-87%
Materials and Services	72,194	153,346	233,536	185,884	163,977	(69,559)	-30%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	436,293	532,957	896,761	786,629	250,470	(646,291)	-72%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	57,698	57,698	-	(57,698)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	436,293	532,957	954,459	844,327	250,470	(703,989)	-74%
Revenues Less Expenses	(55,799)	(372,788)	-	-	-		

Notes:

PGA is projecting a 10% decrease in Franchise Fee revenue for FY23-24 in addition to the 25% GF cut. To alleviate this deficit, PGA has reduced expenses accordingly.



800217-Public, Education, & Government (PEG)
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Requested Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	115,000	115,000	393,868	278,868	242%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	217,363	217,363	177,565	(39,798)	-18%
Charges, Fees, License, Permits, Fines, Assessments	-	-	61,505	61,505	61,505	-	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	278,868	278,868	239,070	(39,798)	-14%
Total Revenue	-	-	393,868	393,868	632,938	239,070	61%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	393,868	-	632,938	239,070	61%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	393,868	-	632,938	239,070	61%

Revenues Less Expenses - - - 393,868 -

Notes:
 100% of all leftover revenue at the end of FY22-23 must be rolled over in accordance to our legal franchise documents. Budget authority has been created to allow for all rollover revenue to be recognized.



Clackamas County Treasurer's Office

FY23-24 BUDGET PRESENTATION

FY22-23 Major Accomplishments

AREA	DESCRIPTION
Timely Tax Distribution	Through April of fiscal year 2023, we have safely and securely performed the timely tax distribution of over \$1 billion to the over 120 taxing districts of Clackamas County. Without the timely and accurate distribution of these funds, most taxing districts (e.g. police, fire, cities, school districts, water districts, libraries, etc.) throughout Clackamas County could not continue operations.
Fraudulent Checks	Caught and rejected the continued attempted barrage of fraudulent checks. From July 2022 through April 2023, we have identified and stopped over \$50,000 in fraud attempts. We work with the local authorities on these fraud attempts.
Alternative Collateralization Options	Recent legislation allows for the use of alternative collateralization methods. No local government in the state has attempted to implement and utilize these alternative methods, until now. The Clackamas County Treasurer's Office (in working with County Counsel, the Clackamas County Sheriff's Office and the Oregon State Treasury,) is the first local government in the state to implement one of these alternative collateralization options. THE TREASURER'S OFFICE CONTINUES TO HELP THE COUNTY BECOME MORE BUSINESS FRIENDLY.
Translation	The Office of County Internal Audit developed and began using a translation notice on all audit reports. This enhances accessibility and transparency for Clackamas County stakeholders and community members.
Cash Handling Training	Many trainings were performed throughout the year. A total of 162 personnel who handle cash for the Clackamas County were trained in cash handling procedures, techniques and more.
Meeting and exceeding processing goals	Since at least fiscal year 2021, we have processed all complete and accurate deposit summaries received within 4 business days, 100% of the time. This includes through events like Covid, wildfires, ice storms, system implementations, turnover, and more.
Internal Audit Consulting Services	We provided consulting services as a non-voting member of the County Policy Committee, and Information Security and Privacy Committee, supporting several new countywide policies and initiatives. Additionally, we responded to four consulting project requests, supporting collaboration and well-informed operations and decision-making practices.

FY22-23 Major Accomplishments

AREA	DESCRIPTION
Real-Time Improvements	The Office of Internal Audit facilitated real-time process improvements by proactively issuing a mid-engagement management letter. This allowed more residents to receive Emergency Rental Assistance Services.
Money Management Program	We worked and are working with Social Services and the County's Housing Authority, respectively, to upgrade their ability to assist vulnerable populations, including seniors and people with disabilities, on managing their finances.
Down 20% staff	Ability to maintain operations and continuity while being down ~20% staff. Very proud of my colleagues efforts to postpone vacations and work overtime through this shortage. They showed true dedication to our mission and goals. Expected to be fully staffed shortly.
System Implementation	We have worked with almost every County Office, Department and Division to implement and update two new systems at the County and within Treasurer's Office. This helps ensure tax payer, customer and County funds remain safe, liquid and achieve the best yield possible.
CCSO ITF Funds	Worked with Clackamas County Inter-agency Task Force (CCITF) and CCSO Finance to increase their purchasing options so they can continue to reduce illegal drugs and related crimes – including child endangerment – in Clackamas County.
Good Government Hotline	Working with County Counsel and Health, Housing and Human Services, the capacity of the Good Government hotline was increased to include HIPAA/Privacy Concerns. This will allow the County to become more efficient and effective in operations, while also helping ensure compliance with federal requirements.
Internal Audit Assurance Services	<p>In fiscal year 2023, resources were allocated to the following critical engagements. One report has been issued and one report is in the final design stage through April 2023.</p> <ul style="list-style-type: none"> Emergency Rental Assistance Program Information Security Program (final reporting stage) Civil Rights (In progress) County Financial Condition Analysis (In progress) ARPA Business Support Program (Work suspended; Program cancelled)

Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Treasury	% of identified cash handlers that received cash handling and controls training.	113 trained	90%	162 trained	90%
	% of accurate deposit summaries processed within 4 business days.	100%	95%	100%	95%
	% of bank reconciliations completed within 30 days of receipt of bank statement, % of bank reconciliations completed within 45 days of receipt of bank statement.	100% and 100%	90% and 100%	99% and 100%	90% and 100%
	% of fraudulent checks denied.	100%	100%	100%	100%
	% of tax distributions completed timely, in accordance with the law, to the over 120 taxing districts in Clackamas County.	100%	100%	100%	100%
	% of County public funds in qualified depositories or adequately collateralized in accordance with law.	100%	100%	100%	100%

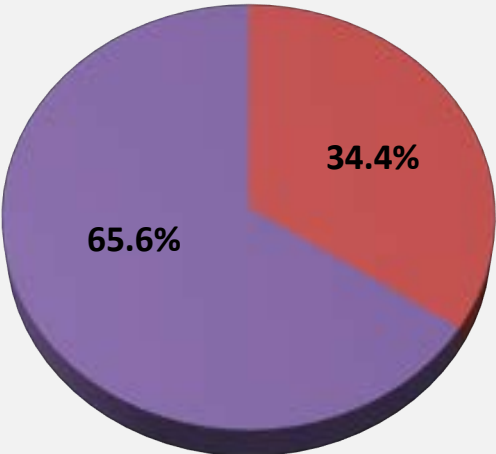
Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Internal Audit	% of audit plan that will be completed each year.	85%	90%	85%	90%
	# of consulting requests resolved within 14 days.	67%	80%	100%	80%
	Output: # of audit reports issued (since inception).	14	N/A	17 Projected	N/A
	Output: # of audit recommendations (since inception).	96	N/A	122 through April 2023	N/A
	Output: # reports made to the Good Government Hotline.	144	N/A	150 through April 2023	N/A

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Treasury	Treasury	Build Public Trust through Good Government	\$1.16	55%	0%	Oregon Constitution & Oregon Revised Statutes	100%	100% generally meeting or exceeding target
Internal Audit	Internal Audit	Build Public Trust through Good Government	\$0.36	100%	0%	County Code	100%	100% generally meeting or exceeding target

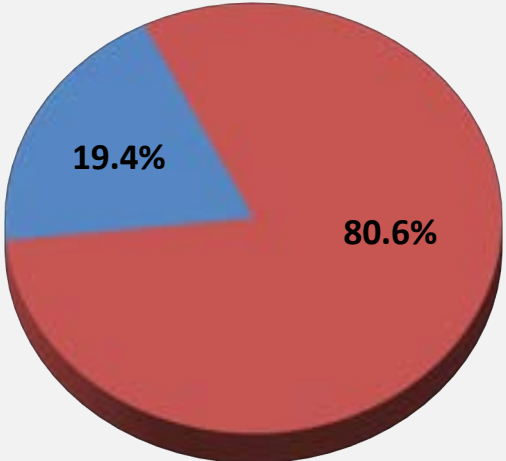
FY23-24 Revenue and Expenses

Revenues



- Charges, Fees, License, Permits, Fines, Assessments
- General Fund Support

Expenses



- Materials and Services
- Personnel Services



Office of the County Treasurer (19)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA Fund (230)*	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Treasury Services	Treasury	1,163,745	-	1,163,745	640,048	5.0
Internal Audit Services	Internal Audit	360,211		360,211	360,211	2.0
TOTAL		1,523,956	-	1,523,956	1,000,259	7.0
<i>FY 22-23 Budget (Amended)</i>		1,432,645	-	1,432,645	1,035,145	7.0
<i>\$ Increase (Decrease)</i>		91,311	-	91,311	(34,886)	0.0
<i>% Increase (Decrease)</i>		6.4%	-	6.4%	-3.4%	0.0%

****General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax.**

**19-Treasurer's Office / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Charges, Fees, License, Permits, Fines, Assessments	555,343	643,221	397,500	397,502	523,697	126,197	32%
All Other Revenue Resources	-	30,735	-	-	-	-	-
General Fund Support	-	944,685	1,035,145	1,035,145	1,000,259	(34,886)	-3%
Operating Revenue	559,506	1,618,641	1,432,645	1,432,647	1,523,956	91,311	6%
Total Revenue	559,506	1,618,641	1,432,645	1,432,647	1,523,956	91,311	6%
Personnel Services	875,299	1,053,650	1,146,675	1,114,148	1,228,123	81,448	7%
Materials and Services	209,451	193,860	285,971	318,499	295,833	9,862	3%
Capital Outlay	-	-	-	-	-	-	-
Operating Expenditure	1,084,751	1,247,510	1,432,646	1,432,647	1,523,956	91,310	6%
Total Expense	1,084,751	1,247,510	1,432,646	1,432,647	1,523,956	91,310	6%
Revenues Less Expenses	(525,244)	371,132	-	-	-		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

**19-Treasurer's Office / 230-Special Grants Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	6,189	-	-	-	-	-
Operating Revenue	-	6,189	-	-	-	-	-
Total Revenue	-	6,189	-	-	-	-	-
Personnel Services	-	6,189	-	-	-	-	-
Operating Expenditure	-	6,189	-	-	-	-	-
Total Expense	-	6,189	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-		

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

Significant Policy and/or Financial Issues

Description	Impact
<p>Decrease in general fund The Treasurer's office general fund support was decreased by ~7%.</p>	<p>At this time we have found ways to temporarily increase revenue and cut our services and supplies budget to maintain staffing levels. We do not believe this will be sustainable in the long-term.</p>
<p>Increase in allocated costs The Treasurer's Office allocated costs were increased by ~13%.</p>	<p>At this time we have found ways to temporarily increase revenue and cut our services and supplies budget to maintain staffing levels. We do not believe this will be sustainable in the long-term.</p>
<p>Collateralization Many recent bank failures has heightened our continued diligence to ensure funds meet statutorily mandated collateralization rules.</p>	<p>While the Treasurer's Office has always ensured compliance with collateralization statutes, collateralizing funds is not cheap or getting cheaper. We have already seen costs rise to ensure collateralization requirements are met.</p>
<p>Funding Sources Expected to Decrease Over the recent years the County received a significant influx in funding sources that have not been experienced before (e.g. CARES, ARPA, FEMA, etc.). We expect these one-time funding sources to decrease.</p>	<p>Less funding sources and less fund balance means less revenue to the County and the Treasurer's Office.</p>



Thank you Clackamas County Treasurer's Office

FY23-24 BUDGET PRESENTATION



Office of the County Treasurer (19)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA Fund (230)*	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Treasury Services	Treasury	1,163,745	-	1,163,745	640,048	5.0
Internal Audit Services	Internal Audit	360,211	-	360,211	360,211	2.0
TOTAL		1,523,956	-	1,523,956	1,000,259	7.0
<i>FY 22-23 Budget (Amended)</i>		1,432,645	-	1,432,645	1,035,145	7.0
<i>\$ Increase (Decrease)</i>		91,311	-	91,311	(34,886)	0.0
<i>% Increase (Decrease)</i>		6.4%	-	6.4%	-3.4%	0.0%

****General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax.**



Office of the County Treasurer

Treasury Services

Purpose Statement

The purpose of the Treasury Line of Business and Program is to provide active investing, accounting, banking, managing, distribution, and safeguarding services to the public of Clackamas County so they can trust that their funds are secure and to the taxing districts, offices and departments of Clackamas County so they can efficiently and effectively provide services to their customers.

Performance Narrative

This line of business and program has the following main roles and provides the following services:

- | | |
|--------------------------|--|
| 1. Investing | 6. Safeguarding funds |
| 2. Accounting | 7. Merchant service maintenance and compliance |
| 3. Banking | 8. Interest distribution |
| 4. Managing funds | 9. Cash reconciliations |
| 5. Distribution of funds | 10. Abandoned property |

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of Qtr 3	FY 23-24 Target
Result	% of identified cash handlers that received cash controls training.	34 trained to date	113 trained to date	90%	163 trained to date	90%
Result	% of accurate deposit summaries are processed within 4 business days.	100%	100%	95%	100%	95%
Result	% of bank reconciliations completed within 30 days of receipt of bank statement, % of bank reconciliations completed within 45 days of receipt of bank statement.	100% and 100%	100% and 100%	95% and 100%	99% and 100%	95% and 100%
Result	% of fraudulent checks denied.	100%	100%	100%	100%	100%
Result	% of tax distributions done timely, in accordance with the law, to the over 120 taxing districts in Clackamas County.	100%	100%	100%	100%	100%
Result	% of County funds being in qualified depositories or adequately collateralized in accordance with law.	100%	100%	100%	100%	100%
Output	# of deposit summaries posted (Just for the quarter ended, not a running total).	4864	4971	N/A Note 2	4700	N/A Note 2
Output	# of people receiving cash handling training.	34 trained to date	113 trained to date	N/A Note 2	163 trained to date	N/A Note 2
Output	# of bank reconciliations completed (Just for the quarter ended, not a running total.)	56	72	N/A Note 2	101	N/A Note 2
Output	# of reoccurring EFT/ACH set-up (Fiscal Year)	30	38	N/A Note 2	39	N/A Note 2
Milestone	All organizations will have the ability to set up reoccurring EFT/ACH payments to the County.	Complete	Complete	2022	Complete	N/A Note 3
Milestone	The Treasurer's Office will implement a macro to upload deposit summaries into the financial management application.	Complete	Complete	2021	Complete	N/A Note 3
Milestone	% of non-confidential information currently mailed will be available electronically or posted online.	90%	100%	2022	100%	N/A Note 3
Note 1	<i>Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.</i>					
Note 2	<i>This is an output measure. There is no "Target" output related to this measure, it is designed for tracking and trend analysis purposes.</i>					
Note 3	<i>This is a milestone measure. The milestone was achieved, so there exists no future target for this measure.</i>					
Note 4	<i>For all Treasurer's Office Performance Clackamas results, view the webpage online being developed by County Administration. This will also provide additional notes and information related to these results.</i>					
Note 5	<i>The County and the Treasurer's Office are in the process of updating performance clackamas for the Treasurer's Office.</i>					

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation Oregon Revised Statutes (ORS) mandates generally all the services outlined above and more. This includes but is not limited to ORS 208, 294, 295 and 451. Grant funding is not necessarily used to fund these services, but it would be in jeopardy if cash management procedures by the Treasurer's Office were not complied with as outlined by the federal government and ORS. For example, the Federal Office of Management and Budget (OMB) Circular A-133 is one of the federal OMB Circulars that outlines and references to cash management requirements.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	4,163	6,189	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	555,343	643,221	397,500	397,502	523,697	126,197	32%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	30,735	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	619,607	697,993	697,993	640,048	(57,945)	-8%
Operating Revenue	559,506	1,299,753	1,095,493	1,095,495	1,163,745	68,252	6%
Total Revenue	559,506	1,299,753	1,095,493	1,095,495	1,163,745	68,252	6%
Personnel Services	875,299	735,193	819,523	786,996	876,912	57,389	7%
Materials and Services	209,451	193,428	275,971	308,499	286,833	10,862	4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,084,751	928,621	1,095,494	1,095,495	1,163,745	68,251	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,084,751	928,621	1,095,494	1,095,495	1,163,745	68,251	6%
Revenues Less Expenses	(525,244)	371,132	-	-	-		

Notes:
 Costs have risen faster and higher than the 3% increase in general fund support received.



Office of the County Treasurer

Internal Audit Services

Purpose Statement

The purpose of the Internal Audit Line of Business and Program is to provide assurance and consulting services to the public, employees, offices and departments of Clackamas County so they can feel confident that the public's interest are protected and can engage with a more accountable, higher performing, and more transparent local government.

Performance Narrative

This line of business and program provides the following services:

1. Consultations
2. Assurance Services: Includes, but is not limited to, performance audits, compliance audits, financial audits, information technology audits.
3. Fraud reviews and audits
4. Follow-up audits

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actual as of Qtr. 3	FY 23-24 Target
Result	% of accepted audit recommendations that are implemented within 2 years.	70%	80%	50%	80%	90%
Result	% of audit plan that will be completed each calendar year.	63%	85%	90%	85%	90%
Output	# of audit reports issued (since IA inception).	11	14	N/A Note 2	17 projected for FY22-23	N/A Note 2
Output	# of audit recommendations (since IA inception).	92	96	N/A Note 2	122	N/A Note 2
Output	# of reports made to the Good Government Hotline alleging fraud, waste and/or abuse (since hotline inception).	138	144	N/A Note 2	150	N/A Note 2
Milestone	Develop survey of consultation and assurance service recipients.	2021	N/A Note 3	2021	N/A Note 3	N/A Note 3
Milestone	Contract for peer review of Internal Audit.	In progress	In progress	2025	In progress	2025
Milestone	Research will be completed to determine if the Internal Audit function should be codified into County Code.	2021	N/A Note 3	N/A Note 3	N/A Note 3	N/A Note 3
Milestone	Hire a new staff/senior auditor.	2021	N/A Note 3	N/A Note 3	N/A Note 3	N/A Note 3
Note 1	<i>Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.</i>					
Note 2	<i>This is an output measure. There is no "Target" output related to this measure, it is designed for tracking and trend analysis purposes.</i>					
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Note 5	<i>The County and the Treasurer's Office are in the process of updating performance clackamas for the Treasurer's Office.</i>					

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 Office of the County Treasurer's, Internal Audit Line of Business and Program within the Treasurer's Office, works with all county departments, offices, service districts, component units and more as mandated and outlined in County Code 2.15.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	325,078	337,152	337,152	360,211	23,059	7%
Operating Revenue	-	325,078	337,152	337,152	360,211	23,059	7%
Total Revenue	-	325,078	337,152	337,152	360,211	23,059	7%
Personnel Services	-	324,646	327,152	327,152	351,211	24,059	7%
Materials and Services	-	432	10,000	10,000	9,000	(1,000)	-10%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	325,078	337,152	337,152	360,211	23,059	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	325,078	337,152	337,152	360,211	23,059	7%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 Costs have risen faster and higher than the 3% increase in general fund support received.



Capital Projects

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

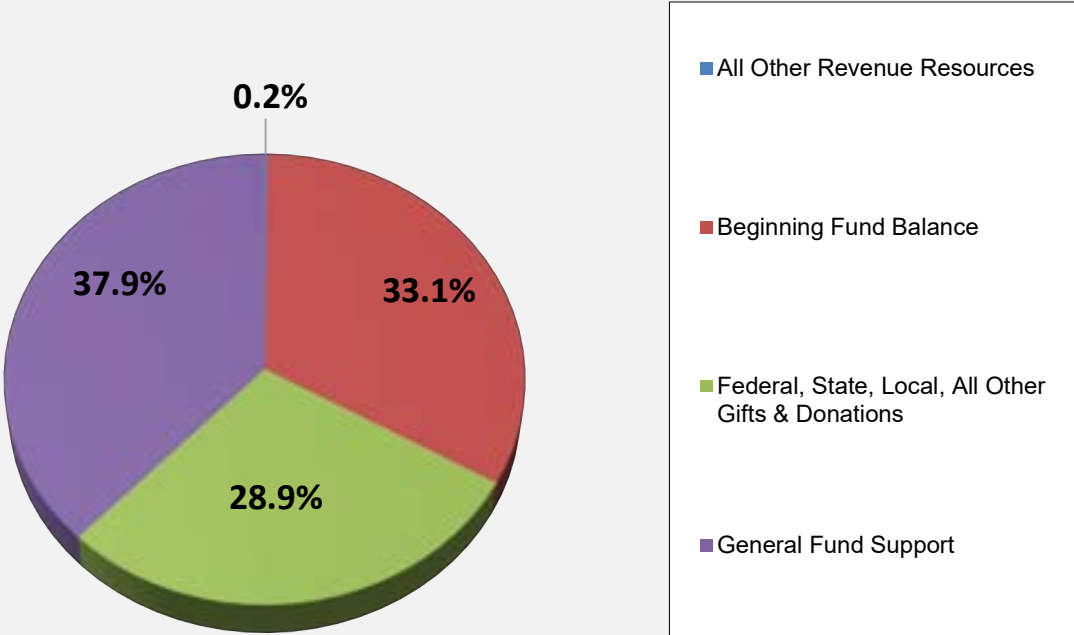
AREA	DESCRIPTION
150505- Capital Projects	Execution of ancillary construction projects related to the new Clackamas County Courthouse Project that support and align with the existing schedule of FP3 entity.

Program Profiles: FY23-24 Summary

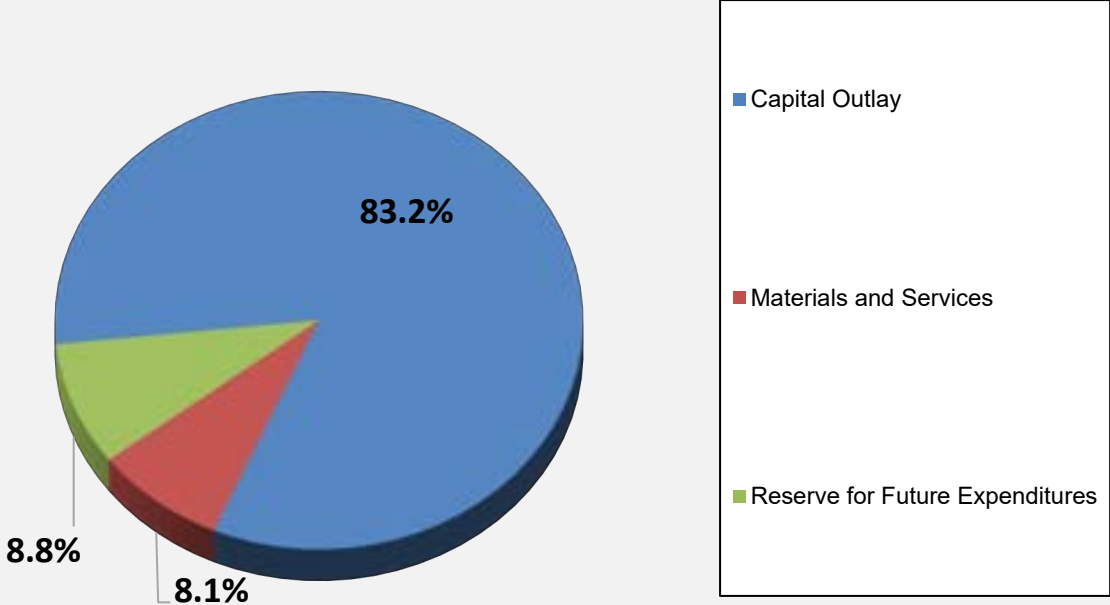
Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
150505	Capital Projects	Accountable Government	\$22M (\$13M Courthouse)	39.8%	4.7%	Courthouse= State Mandate	100%	N/A

FY23-24 Revenue and Expenses

Revenues



Expenses





**Finance Department (15)
Capital Projects**

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 Capital Projects Fund (420)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
Facilities Management	Capital Projects	22,837,002	22,837,002	8,645,606	-	
TOTAL		22,837,002	22,837,002	8,645,606	-	
		<i>FY 22-23 Budget (Amended)</i>	17,463,088	17,463,088	8,140,132	-
		<i>\$ Increase (Decrease)</i>	5,373,914	5,373,914	505,474	-
		<i>% Increase (Decrease)</i>	30.8%	30.8%	6.2%	-

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

15-Finance / 420-Capital Projects

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	6,152,525	3,056,895	3,620,956	5,106,007	7,556,396	3,935,440	109%
Federal, State, Local, All Other Gifts & Donation	(174,149)	1,268,261	3,702,000	5,400,000	6,600,000	2,898,000	78%
All Other Revenue Resources	53,708	17,923	-	35,000	35,000	35,000	-
Other Interfund Transfers	650,000	-	2,000,000	2,000,000	-	(2,000,000)	-100%
General Fund Support	-	6,154,282	8,140,132	8,140,132	8,645,606	505,474	6%
Operating Revenue	529,559	7,440,465	13,842,132	15,575,132	15,280,606	1,438,474	10%
Total Revenue	6,682,084	10,497,360	17,463,088	20,681,139	22,837,002	5,373,914	31%
Personnel Services	-	-	100,000	-	-	(100,000)	-100%
Materials and Services	2,198,285	3,281,524	3,515,502	8,573,256	1,844,407	(1,671,095)	-48%
Capital Outlay	1,426,904	2,109,829	11,847,586	4,551,487	18,992,595	7,145,009	60%
Operating Expenditure	3,625,189	5,391,353	15,463,088	13,124,743	20,837,002	5,373,914	35%
Reserve for Future Expenditures	-	-	2,000,000	-	2,000,000	-	0%
Total Expense	3,625,189	5,391,353	17,463,088	13,124,743	22,837,002	5,373,914	31%
Revenues Less Expenses	3,056,895	5,106,007	-	7,556,396	-		

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

Significant Policy and/or Financial Issues

Description	Impact
<p>As County Departments look to reduce expenditures and tighten their belts in FY23-24 to support the Courthouse Project, we will likely see a significant decrease in the number of Capital and Interfund Projects submitted to the Facilities Construction team.</p>	<p>This creates a funding issue as the Facilities Construction Program (150502) is primarily funded through revenue that is received from work done on Capital and Interfund Projects.</p>

Department Summary by Fund



Finance Department (15) Capital Projects

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 Capital Projects Fund (420)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
Facilities Management	Capital Projects	22,837,002	22,837,002	8,645,606	-	
TOTAL		22,837,002	22,837,002	8,645,606	-	
		<i>FY 22-23 Budget (Amended)</i>	17,463,088	17,463,088	8,140,132	-
		<i>\$ Increase (Decrease)</i>	5,373,914	5,373,914	505,474	-
		<i>% Increase (Decrease)</i>	30.8%	30.8%	6.2%	-

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	6,152,525	3,056,895	3,620,956	5,106,007	7,556,396	3,935,440	109%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	(174,149)	1,268,261	3,702,000	5,400,000	6,600,000	2,898,000	78%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	53,708	17,923	-	35,000	35,000	35,000	-
Other Interfund Transfers	650,000	-	2,000,000	2,000,000	-	(2,000,000)	-100%
General Fund Support	-	6,154,282	8,140,132	8,140,132	8,645,606	505,474	6%
Operating Revenue	529,559	7,440,465	13,842,132	15,575,132	15,280,606	1,438,474	10%
Total Revenue	6,682,084	10,497,360	17,463,088	20,681,139	22,837,002	5,373,914	31%
Personnel Services	-	-	100,000	-	-	(100,000)	-100%
Materials and Services	2,198,285	3,325,138	3,515,502	8,573,256	1,844,407	(1,671,095)	-48%
Capital Outlay	1,426,904	2,016,515	11,847,586	4,551,487	18,992,595	7,145,009	60%
Operating Expense	3,625,189	5,341,653	15,463,088	13,124,743	20,837,002	5,373,914	35%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,000,000	-	2,000,000	-	0%
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,625,189	5,341,653	17,463,088	13,124,743	22,837,002	5,373,914	31%
Revenues Less Expenses	3,056,895	5,155,707	-	7,556,396	-		

Notes:
Capital projects over the next few years will be more focused on grounds and the lifecycle maintenance of our assets.



Facilities Management

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
150501- Administrative Services	In FY22-23 Program 150501-Administrative Services completed the implementation of our new Project module within the Facilities asset management system, zLink. This new tool allows us to better track, manage and report on General, Interfund, Funding Authorization and Capital Projects. Reporting has also been significantly improved to better categorize the various expense types such as labor, materials and contracted services.
150502- Construction	In FY22-23 we moved our Landscape Maintenance and Project work from Program 150503-Maintenance into Program 150502-Construction. This change allows us to better manage funds by shifting more of the work in-house.
150503- Maintenance	In FY22-23 Program 150503-Maintenance increased the focus on preventative maintenance to more pro-actively maintain buildings and County Assets while reducing the volume of re-active work requests. This increased focus on preventative maintenance will drive productivity while stabilizing the allocated work costs.
150504- Utilities	In FY22-23 we streamlined the utility payment process by setting up online accounts with auto-pay option to eliminate any potential for late payment and/or utility shutoff etc. This process includes a detailed review of utility usage and charges prior to the P-card approval in PeopleSoft.

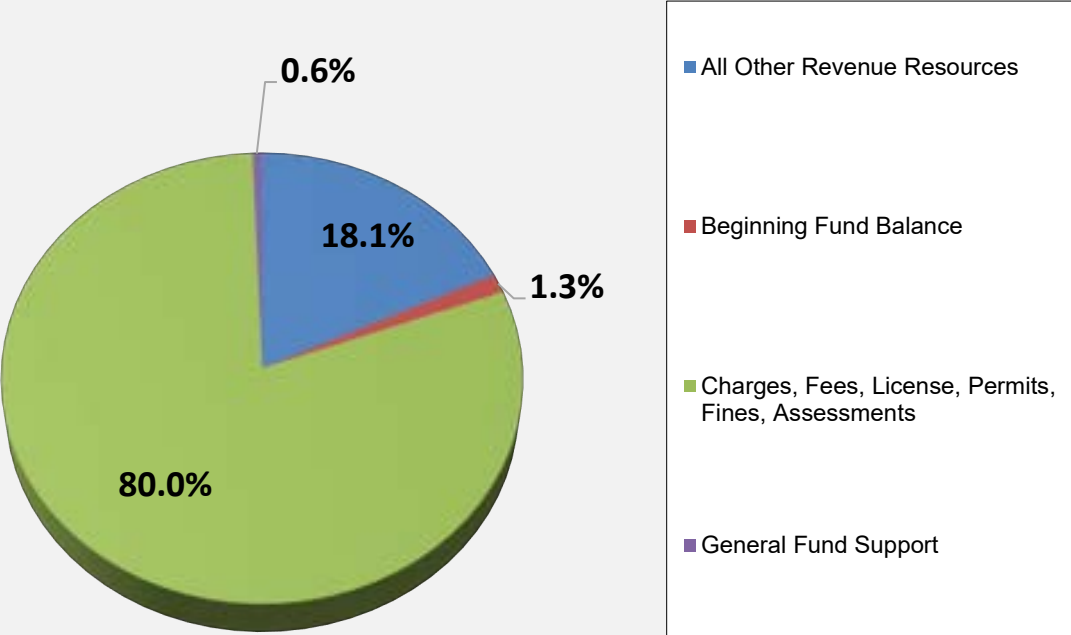
Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
150501-Administrative Services	100% Service requests converted to work orders within 24 hours.	100%	95%	100%	95%
	75% of completed work orders closed within 2 weeks.	76%	75%	71%	75%
150402-Courier & Mailroom Operations	Surveyed respondents who “agree” or “strongly agree” that Courier and Mail Operations provides services that support their business operations	96%	90%	95%	90%
150502-Construction	85% of surveyed customers who rate communication with Facilities Construction Staff as “good” or “very good”.	96%	85%	100%	85%
	75% of work orders received requesting project estimates assigned and a customer meeting scheduled within 2 weeks.	100%	75%	100%	75%
150503-Maintenance	100% Facilities with intrusion alarm systems.	83%	100%	90%	100%
	100% Facilities where required drills (Fire, Earthquake, Active shooter) are successfully conducted	100%	100%	92%	100%
	80% Facilities maintained in “good” or “excellent” condition using # completed preventative maintenance / scheduled preventative maintenance.	84%	80%	77%	80%

Program Profiles: FY23-24 Summary

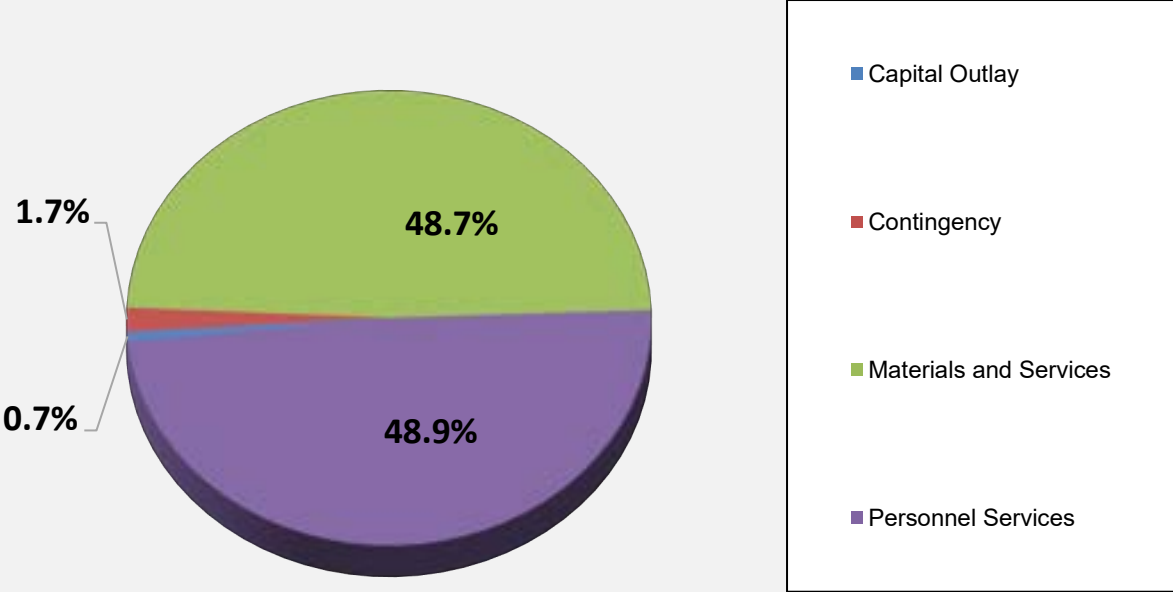
Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
150501	Administrative Services	Accountable Government	\$2,723,651	0%	7.3%	State-State Courts, IGA-WES/OSU	100%	Meet
150402	Courier & Mailroom Operations	Accountable Government	\$679,672	14.6%	0%	-	100%	Exceed
150502	Construction	Accountable Government	\$1,487,960	0%	0%	State-State Courts, IGA-WES/OSU	100%	Exceed
150503	Maintenance	Accountable Government	\$8,094,010	0%	0%	State-State Courts, IGA-WES/OSU	100%	Improve
150504	Utilities	Accountable Government	\$2,860,181	0%	2.4%	State-State Courts, IGA-WES/OSU	100%	N/A

FY23-24 Revenue and Expenses

Revenues



Expenses





Finance Department (15)

Facilities

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 Facilities Management Fund (744)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
Courier & Mail Operations Services	Courier & Mail Operations	679,672	679,672	99,545	3.0	
Facilities Management	Facilities Administrative Services	2,723,651	2,723,651	-	12.0	
Facilities Management	Facilities Construction	1,487,960	1,487,960	-	10.0	
Facilities Management	Facilities Maintenance	8,094,010	8,094,010	-	30.0	
Facilities Management	Utilities	2,860,181	2,860,181	-	-	
TOTAL		15,845,474	15,845,474	99,545	55.0	
		FY 22-23 Budget (Amended)	17,726,652	17,726,652	-	52.0
		\$ Increase (Decrease)	(1,881,178)	(1,881,178)	99,545	3.0
		% Increase (Decrease)	-10.6%	-10.6%	-	5.8%

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

15-Finance / 744-Facilities Management Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	3,011,627	2,239,471	3,802,434	2,171,774	209,897	(3,592,537)	-94%
Federal, State, Local, All Other Gifts & Donations	157,667	21,761	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessment	10,305,319	10,033,719	11,358,808	11,614,334	12,670,851	1,312,043	12%
Revenue from Bonds & Other Debts	-	5,175	-	-	-	-	-
All Other Revenue Resources	2,328,590	2,702,659	2,565,410	2,585,715	2,865,181	299,771	12%
General Fund Support	-	-	-	-	99,545	99,545	-
Operating Revenue	12,791,576	12,763,314	13,924,218	14,200,049	15,635,577	1,711,359	12%
Total Revenue	15,803,203	15,002,785	17,726,652	16,371,823	15,845,474	(1,881,178)	-11%
Personnel Services	5,482,809	5,968,202	6,865,013	6,270,883	7,746,715	881,702	13%
Materials and Services	6,735,046	6,779,895	7,390,976	7,787,315	7,721,271	330,295	4%
Capital Outlay	345,877	82,915	228,710	103,729	106,711	(121,999)	-53%
Operating Expenditure	12,563,732	12,831,011	14,484,699	14,161,927	15,574,697	1,089,998	8%
Transfers	1,000,000	-	2,000,000	2,000,000	-	(2,000,000)	-100%
Contingency	-	-	1,241,952	-	270,776	(971,176)	-78%
Total Expense	13,563,732	12,831,011	17,726,651	16,161,927	15,845,473	(1,881,178)	-11%
Revenues Less Expenses	2,239,471	2,171,774	-	209,896	-		

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

Significant Policy and/or Financial Issues

Description	Impact
<p>Facilities Management has recently implemented a dedicated “Emergency/After-Hours On-Call” program to provide the County and our County Partners with 24/7/365 support and response to building maintenance and alarm issues that require immediate action.</p>	<p>This requires additional funds to be budgeted under Personnel Services to account for the on-call hours assigned to each of the designated (FDA,FDT,FDS) on-call positions.</p>
<p>Projected increases to both Electricity (+8%-11%) and Natural Gas (+10%-15%), with potential for mid-year adjustments next fiscal year. Many unknowns at the time of budget creation and our utility providers do not have the information we need that early.</p>	<p>If utility rates are increased in FY23-24 beyond current projections, we may be required to utilize Contingency funds.</p>
<p>We are starting to see a significant increase in the volume of after-hours meetings that are being scheduled in the PSB and DSB that require Facilities Lobby Staff to be on-site.</p>	<p>This change in demand has resulted in the need to increase the (Part-time/Temporary) hours of Facilities Lobby Staff personnel to provide the required coverage and support.</p>
<p>Fleet costs (Leases-Vehicle Rental) are increasing in FY23-24 and will now include a new administrative fee, work order fee along with an increase to shop labor.</p>	<p>Facilities Management currently has (43) dedicated Maintenance and Construction vehicles that are serviced by fleet. This change will result in an increase to the Leases-Vehicle Rental account line.</p>



Finance Department (15)

Facilities

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 Facilities Management Fund (744)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
Courier & Mail Operations Services	Courier & Mail Operations	679,672	679,672	99,545	3.0	
Facilities Management	Facilities Administrative Services	2,723,651	2,723,651	-	12.0	
Facilities Management	Facilities Construction	1,487,960	1,487,960	-	10.0	
Facilities Management	Facilities Maintenance	8,094,010	8,094,010	-	30.0	
Facilities Management	Utilities	2,860,181	2,860,181	-	-	
TOTAL		15,845,474	15,845,474	99,545	55.0	
		FY 22-23 Budget (Amended)	17,726,652	17,726,652	-	52.0
		\$ Increase (Decrease)	(1,881,178)	(1,881,178)	99,545	3.0
		% Increase (Decrease)	-10.6%	-10.6%	-	5.8%

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



Facilities Management

Facilities Administrative Services

Purpose Statement

The purpose of the Facilities Administrative Services program is to provide information, coordination, analysis and support with financial and asset management services to the Facilities Staff and Occupants of County Facilities.

Performance Narrative Statement

The Facilities Administrative Services program proposes a \$2,723,651 budget in FY23-24 which is flat compared to last year. These resources will allow this program to effectively and efficiently manage County assets and submitted work requests, along with the submittal of payments and financial accounting while continuing to provide a high-level of service to our partners and customers.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals (as of Q3)	FY 23-24 Target
Result	100% service requests converted to work orders within 24 hours	99%	99%	100%	100%	100%
Result	75% of completed work orders closed within 2 weeks	0%	0%	75%	72%	75%
Result	By January 1, 2021, the County will fully implement an asset management system allowing departments to track projects from beginning to end. (Strategic Result #4)	100%	100%	100%	100%	100%
Result	# service requests converted to work orders	4645	1,243	N/A	1731	N/A

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Note: In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history."



150501-Facilities Administrative Services
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	2,101,040	1,049,272	2,524,724	894,064	209,897	(2,314,827)	-92%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	102,767	58,242	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	4,262,169	4,194,571	1,941,684	2,633,470	2,508,754	567,070	29%
Revenue from Bonds & Other Debts	-	5,175	-	-	-	-	-
All Other Revenue Resources	2,326,218	2,671,335	-	19,255	5,000	5,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	6,691,155	6,929,323	1,941,684	2,652,725	2,513,754	572,070	29%
Total Revenue	8,792,195	7,978,595	4,466,408	3,546,789	2,723,651	(1,742,757)	-39%
Personnel Services	1,584,279	1,842,372	1,289,309	1,399,263	1,797,723	508,414	39%
Materials and Services	4,812,767	3,139,974	984,146	1,111,839	645,928	(338,218)	-34%
Capital Outlay	345,877	74,464	228,710	103,500	80,000	(148,710)	-65%
Operating Expense	6,742,923	5,056,810	2,502,165	2,614,602	2,523,651	21,486	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	1,000,000	-	722,290	722,290	-	(722,290)	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	1,241,952	-	200,000	(1,041,952)	-84%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	7,742,923	5,056,810	4,466,407	3,336,892	2,723,651	(1,742,756)	-39%
Revenues Less Expenses	1,049,272	2,921,785	-	209,897	-		

Notes:

We are seeing an increase in the volume of after-hours meetings that require PSB/DSB lobby staff to be on-site. This has resulted in the need to increase hours of PT Facilities personnel. Another area that is impacting program 150501 is the increased Fleet costs (Leases-Vehicle Rental) associated with the (43) FM maintenance vehicles which now include new administrative and work order fee's, as well as an increase to shop labor. Lastly, we have a number of computer towers that are at end of life that will need to be replaced.



Facilities Management

Facilities Maintenance

Purpose Statement

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

Performance Narrative Statement

The Facilities Maintenance program proposes a budget of 8,094,010 in FY23-24, which is an increase of 5.5% to our current funding level. This increase is due to the rising costs associated with supplies and materials, as well as increases to contracted services. These resources will allow us to quickly respond to work request and proactively complete preventative maintenance on county assets.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals (as of Q3)	FY 23-24 Target
Result	\$ Corrective repairs/ \$ preventive maintenance	\$1,279,472 Corrective repair / \$650,486 Preventative	\$1,462,228 Corrective Repair / \$671,477 Preventative	N/A	\$1,018,496 Corrective Repair / \$520,250 Preventative	N/A
Result	100% Facilities where required fire evacuation drills are successfully conducted annually	100%	100%	100%	100%	100%
Result	100% Janitorial inspections that meet maintenance and cleanliness standards	5%	0%	100%	50%	100%
Result	100% Facilities with intrusion alarm systems	75%	80%	100%	92%	100%
Result	75% of work orders completed within 2 weeks	88%	75%	75%	72%	75%
Result	# Planned Corrective Actions completed	7692	7,744	N/A	8214	N/A

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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

In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history."



150503-Facilities Maintenance
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	909,075	1,159,307	1,277,710	1,277,710	-	(1,277,710)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	35,165	107,760	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	4,920,723	4,605,830	7,696,674	7,405,417	8,094,010	397,336	5%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,372	15,607	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	4,958,260	4,729,197	7,696,674	7,405,417	8,094,010	397,336	5%
Total Revenue	5,867,335	5,888,504	8,974,384	8,683,127	8,094,010	(880,374)	-10%
Personnel Services	2,834,507	3,197,510	4,218,424	3,648,598	4,237,426	19,002	0%
Materials and Services	1,873,522	1,638,060	3,478,250	3,756,735	3,856,584	378,334	11%
Capital Outlay	-	12,788	-	84	-	-	-
Operating Expense	4,708,029	4,848,357	7,696,674	7,405,417	8,094,010	397,336	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	1,277,710	1,277,710	-	(1,277,710)	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,708,029	4,848,357	8,974,384	8,683,127	8,094,010	(880,374)	-10%
Revenues Less Expenses	1,159,307	1,040,146	-	-	-	-	-

Notes:
 Major change in moving Landscaping (Grounds Maintenance) out of 150503-Maintenance to 150502-Construction. This move will allow Maintenance to be more PM (Preventative Maintenance) focused which also better aligns with new strategic measures of Performance Clackamas. In addition, we have updated our Janitorial Services contract (TVW) to better support the current cleaning standards and requirements (post-pandemic). This contract update will result in an increase to our contracted service costs under material



Courier and Mail Operations

Courier and Mail Operations

Purpose Statement

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

Performance Narrative Statement

The Courier and Mail Program proposes a budget of \$679,672 in FY23-24. This is a reduction of -15.2% or -\$122,054 vs. last years' budget, which was reduced -3% or -\$26,903 from the year prior. The reduction reflects a continued realignment of resources realized through the Performance Clackamas process and is intended to reflect the resources required to maintain the current high level of support to all County departments, agencies and districts. These resources will provide County departments, agencies and districts timely and coordinated mail processing, US mail and small parcel distribution services so they can successfully fulfill their strategic goals.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals (as of Q3)	FY 23-24 Target
Result	Surveyed respondents who "agree" or "strongly agree" that Courier and Mail Operations provides services that support their business operations	90%	96%	90%	96%	90%
Result	Surveyed respondents who "agree" or "strongly agree" that Courier and Mail Operations provides quality customer services	96%	100%	90%	100%	90%

Program includes:

Mandated Services N

Elizabeth Comfort -Finance Director N Patrick Williams - Deputy Director

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)

Note: In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history."



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	369	16,450	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	707,008	726,087	697,367	752,882	580,127	(117,240)	-17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	364	-	56	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	102,313	104,359	28,465	99,545	(4,814)	-5%
Operating Revenue	707,378	845,214	801,726	781,403	679,672	(122,054)	-15%
Total Revenue	707,378	845,214	801,726	781,403	679,672	(122,054)	-15%
Personnel Services	343,542	359,234	348,126	348,126	283,634	(64,492)	-19%
Materials and Services	397,637	475,475	424,730	433,277	369,327	(55,403)	-13%
Capital Outlay	-	-	-	-	26,711	26,711	-
Operating Expense	741,179	834,709	772,856	781,403	679,672	(93,184)	-12%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	741,179	834,709	772,856	781,403	679,672	(93,184)	-12%

Revenues Less Expenses (33,802) 10,504 28,870 - -

Notes:
 None.



Facilities Management Facilities Construction

Purpose Statement

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

Performance Narrative Statement

The Facilities Construction program proposes a \$1,487,960 budget which is flat when compared to last year. These resources will allow this program to continue to provide project estimation, design, construction and project management services for tenants and the County. These funds will allow us to make changes and improvements to County facilities that will better serve the department and citizens of Clackamas County.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of Q3	FY 23-24 Target
Result	% of customers rate communication as Effectively or Very Effectively.	100%	100%	85%	100%	85%
Result	75% projects completed with 2 or fewer internal change orders	100%	100%	75%	100%	75%
Result	75% of work orders received requesting project estimates assigned and a customer meeting scheduled within 2 weeks	100%	100%	75%	100%	75%
Result	75% completed within timeline estimate determined at project meeting	95%	100%	75%	100%	75%
Result	# Projects completed	176	63	N/A	73	N/A

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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

In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history."



150502-Facilities Construction
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,511	30,892	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	19,735	32,952	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,122,426	1,225,002	1,485,050	1,339,437	1,487,960	2,910	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,142,161	1,257,953	1,485,050	1,339,437	1,487,960	2,910	0%
Total Revenue	1,143,672	1,288,845	1,485,050	1,339,437	1,487,960	2,910	0%
Personnel Services	1,064,024	1,105,513	1,357,280	1,223,022	1,427,933	70,653	5%
Materials and Services	48,757	93,595	127,770	116,270	60,027	(67,743)	-53%
Capital Outlay	-	88,977	-	145	-	-	-
Operating Expense	1,112,781	1,288,084	1,485,050	1,339,437	1,487,960	2,910	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,112,781	1,288,084	1,485,050	1,339,437	1,487,960	2,910	0%
Revenues Less Expenses	30,892	761	-	-	-	-	-

Notes:

Construction picking up landscaping in FY23-24 to better align with Performance Clackamas goals in regards to projects and direct billing. This change will also allow our Maintenance team to re-direct their focus from small projects towards more planned/preventative Maintenance. We are also still seeing the impact of inflation, as the rising cost of building materials and supplies continues to increase the overall project costs.



Facilities Management

Utilities

Purpose Statement

The purpose of the Utilities program is to monitor and analyze Utility data with a focus on improving the energy usage and operation of buildings to meet County sustainability goals.

Performance Narrative Statement

The Utilities program proposes a \$2,860,181 budget in FY23-24, which is an increase of 2% compared to last year. The resources for this program will continue to be used to pay the utility bills for all of the County owned and leased locations that Facilities Management oversees.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals (as of 12/31/21)	FY 22-23 Target
Result	Reduce overall energy intensity (per sq. ft.)	68.28%	Discontinued in FY 19-20	Discontinued in FY 19-20	N/A	N/A

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	235,400	236,010	-	(235,400)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	15,717	2,565,410	2,566,460	2,860,181	294,771	11%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	15,717	2,800,810	2,802,470	2,860,181	59,371	2%
Total Revenue	-	15,717	2,800,810	2,802,470	2,860,181	59,371	2%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	1,864,652	2,800,810	2,802,470	2,789,405	(11,405)	0%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	1,864,652	2,800,810	2,802,470	2,789,405	(11,405)	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	70,776	70,776	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	1,864,652	2,800,810	2,802,470	2,860,181	59,371	2%
Revenues Less Expenses	-	(1,848,936)	-	-	-	-	-

Notes:
 Currently seeing significant increases to both Electricity (+8%-11%) and Natural Gas (+10%-15%) costs with a potential for additional increases that would likely be staggered throughout the next fiscal year. Facilities has been working with our partners (PGE, NW Naturals etc.) but they are unable to communicate any specific information around additional increases at this time. This is one of the major challenges of internal service departments having to start our budget so early in the year.



TECHNOLOGY SERVICES

FY23-24 BUDGET PRESENTATION

FY22-23 Major Accomplishments

AREA	DESCRIPTION
New Buildings / Moves	Coordination and associated project management in the technical design of several key building projects (Courthouse, DTD Roads, Sandy Clinic, Oak Lodge & Gladstone Libraires, New Behavioral Health Building) and required staff / technology services relocations.
Strategic Planning	Continued coordination with departments on the development of Technology Strategic Plans. Leveraging results to tune process to be more effective and productive. Initial phases of development of several key Strategic plans (Security, M365 Cloud and COOP). Also development of plans for the establishment of a Security Program, Project Management Competency and budget support.
Life / Safety	Completed Alertus Emergency Notification System installations for Community Corrections, Juvenile Department, Public Safety Training Center and Sandy Health Center. Implementing in the DSB and PSB Buildings. Continue to maintain Private Network E911 and 1100+ security cameras. Providing technical assistance on other related projects as needed such as County Emergency Phones.
Unified Communications	Continued enhancement and expansion of remote worker services including Web browser based telephones and Web browser based Call Center Agent applications, Voice and Email integration. IP phones and WebChat. Expanded telework capabilities.
CBX – ARPA Project	Phase 1 of ARPA fiber infrastructure underway. Currently connecting unserved and underserved residences with up to 1Gig speeds available from serving ISP. Working on design of Phase 2 and proposals for additional grant funding to further expand connectivity.
Security	Comprehensive internal security baseline audit. Implemented County wide policies for passwords and authentication. Established formal processes for incident response and vulnerability assessment. Established an Information Security Standards Handbook, built partnerships with Federal / State security agencies. Vulnerability management process including endpoint protection for Elections.
M365	Increased usage of SharePoint for document management and collaboration, list management such as project tracking and many other workflows. Integrated SharePoint with other county systems including public document retrieval, Accela permitting system and Treasury system. Established governance processes for workflow, data sharing, and collaboration. Prepping for Azure site.
ERP	Implemented projects such as Remote Worker for submitting work request, Resume Parsing tool for job applicants, Payroll to GL data integration, Equal Pay Act Phase 1, Kickoff of Paid Leave Act etc. Supplemented support team with staff and tools along with enhanced program governance.
Expanded GIS and Development Tools	The GIS team has expanded its use of technology to meet the needs of its internal partners and external customers. Examples of initiatives include Community Broadband Speed Test Survey, Public Facing Wildfire Evacuation Zones, In-Home Vaccinations, and Voter Precincts Web Application. Through innovation in GIS (such as ArcGIS) and Development / Data technology (such as PowerBI and Power Apps) new solutions that improve efficiency, safety and accuracy while reducing costs are available.

Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Office of Director	Technology Strategic Partnerships with Departments	5%	50%	20%	50%
Business Apps	% of days where core systems are available	99.7%	99+ %	100 %	99+ %
Enterprise Apps	Average costs per supported application	\$24,351	< \$24,500	\$24,019	\$24,500
Departments Apps	Average costs per major application (In FY22-23, definition of application was modified resulting in a fewer count)	\$24,497	< \$30,000	\$68,441	\$60,000
GIS Applications	# of GIS layers supported	100	100	110	110
Telecommunications	Estimated savings to County using Telecom vs Industry	\$344,000	\$250,000	\$364,000	\$250,000
CBX	Estimated annual savings for public agencies	\$1,678,220	\$1,550,000	\$1,730,000	\$1,700,000
Network Services	# supported connected devices	5428	5200	5738	6000
Technical Services	\$ annual allocated costs per computing device (FY23-24 New Allocation Model will require adjusted unit cost calculation)	\$1,848	<\$2,000	\$1,698	N/A

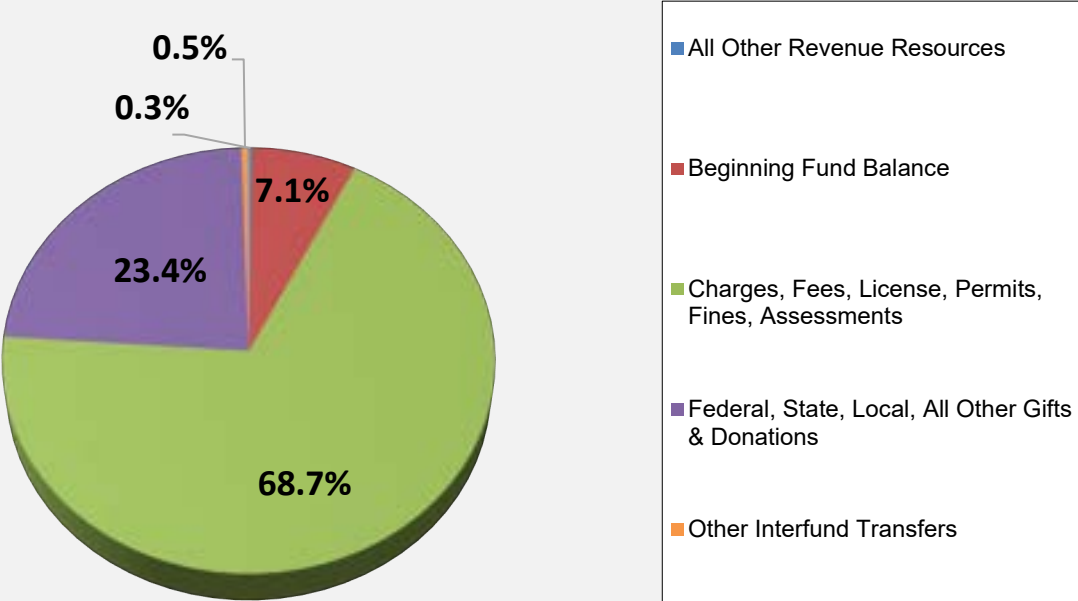
Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics %Target Meet/Exceed/ Improve (*1)
Admin	Office of Director	Build Public Trust Through Good Gov't	\$1.2M	0	0	N	100 %	83%
Apps	Business Apps	Build Public Trust Through Good Gov't	\$2.1M	0	0	F / S / C	100 %	100%
	Enterprise Apps	Ensure Safe, Healthy & Secure Communities Build Public Trust through Good Gov't	\$1.9M	0	0	N	100 %	95%
	Department Apps	Ensure Safe, Healthy & Secure Communities Build Public Trust through Good Gov't	\$615,971	0	0	N	100 %	90%
	GIS Apps	Ensure Safe, Healthy & Secure Communities Build Public Trust through Good Gov't	\$1.1M	0	28.7 %	C	100 %	100%
Comm	Telecomm	Build Strong Infrastructure Build Public Trust through Good Gov't	\$4.3M	0	0	N	100 %	88%
	CBX	Honor, Utilize, Promote & Invest Nat'l Resources Ensure Safe, Health, & Secure Communities Build Public Trust Through Good Gov't	\$9.8M	0	71.8 %	F / I	100 %	85%
Tech	Network Services	Build Strong Infrastructure Build Public Trust through Good Gov't	\$1.3M	0	0	F	100 %	~90%
	Technical Services	Build Strong Infrastructure Build Public Trust through Good Gov't	\$7.5M	0	0	F	100 %	~87%

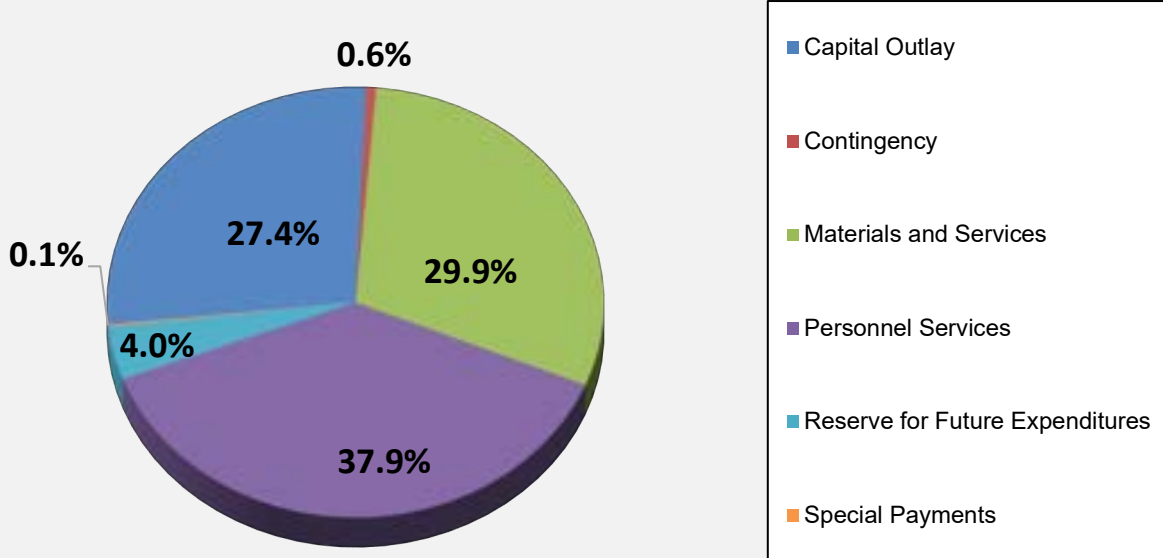
*1 – Target Metrics performance is based on estimated changes at Program Level, some metrics changing and unavailable

FY23-24 Revenue and Expenses

Revenues



Expenses





Technology Services (18)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 * ARPA Fund (230)	FY 23-24 Clackamas Broadband Utility Fund (602)	FY 23-24 Technology Services Fund (747)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Administration	Executive Leadership & Administration			1,274,495	1,274,495	-	5.0
Applications	Business Systems			2,138,762	2,138,762	-	5.0
Applications	County Wide Applications			1,921,526	1,921,526	-	8.0
Applications	Departmental Applications			615,971	615,971	-	3.0
Applications	Geographic Information (GIS)	-		1,115,933	1,115,933	-	5.0
Communication Services	Telecommunication Services	-		4,315,357	4,315,357	-	7.0
Communication Services	Clackamas Broadband eXchange	7,065,823	2,771,091		9,836,914	-	6.0
Technical Services	Network Services			1,351,228	1,351,228	-	3.0
Technical Services	Technical Operations	-		7,573,525	7,573,525	-	15.0
		7,065,823	2,771,091	20,306,797	30,143,711	-	57.0
FY 22-23 Budget (Amended)		9,705,823	3,051,220	23,760,725	36,517,768	-	57.0
\$ Increase (Decrease)		(2,640,000)	(280,129)	(3,453,928)	(6,374,057)	-	0.0
% Increase (Decrease)		-27.2%	-9.2%	-14.5%	-17.5%	-	0.0%

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

**18-Technology Services (TS) / 230-Special Grants Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	-	1,515,000	-	-	(1,515,000)	-100%
Federal, State, Local, All Other Gifts & Donations	-	394,177	8,190,823	2,640,000	7,065,823	(1,125,000)	-14%
Operating Revenue	-	394,177	8,190,823	2,640,000	7,065,823	(1,125,000)	-14%
Total Revenue	-	394,177	9,705,823	2,640,000	7,065,823	(2,640,000)	-27%
Personnel Services	-	53,885	390,823	90,000	250,000	(140,823)	-36%
Materials and Services	-	118,560	2,147,500	1,800,000	650,000	(1,497,500)	-70%
Capital Outlay	-	221,732	7,167,500	750,000	6,165,823	(1,001,677)	-14%
Operating Expenditure	-	394,177	9,705,823	2,640,000	7,065,823	(2,640,000)	-27%
Total Expense	-	394,177	9,705,823	2,640,000	7,065,823	(2,640,000)	-27%
Revenues Less Expenses	-	-	-	-	-		

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

18-Technology Services (TS) / 602-Clackamas Broadband Utility

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	761,786	373,699	346,000	336,916	45,000	(301,000)	-87%
Federal, State, Local, All Other Gifts & Donations	-	32,270	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,411,833	1,527,237	2,410,220	1,950,671	2,681,091	270,871	11%
All Other Revenue Resources	36,922	38,761	295,000	187,000	45,000	(250,000)	-85%
Operating Revenue	1,448,755	1,598,267	2,705,220	2,137,671	2,726,091	20,871	1%
Total Revenue	2,210,541	1,971,966	3,051,220	2,474,587	2,771,091	(280,129)	-9%
Personnel Services	502,156	692,190	933,469	947,126	814,940	(118,529)	-13%
Materials and Services	650,316	710,901	841,545	757,461	856,095	14,550	2%
Capital Outlay	611,906	174,606	1,186,000	680,000	1,000,000	(186,000)	-16%
Operating Expenditure	1,764,377	1,577,697	2,961,014	2,384,587	2,671,034	(289,980)	-10%
Debt Service	-	-	-	-	-	-	-
Special Payments	32,175	57,353	45,000	45,000	45,000	-	0%
Contingency	-	-	45,207	-	55,057	9,850	22%
Total Expense	1,796,552	1,635,050	3,051,221	2,429,587	2,771,091	(280,130)	-9%
Revenues Less Expenses	413,989	336,916	-	45,000	-		

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

18-Technology Services (TS) / 747-Technology Services Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	7,072,121	4,984,782	5,693,642	5,693,695	2,103,000	(3,590,642)	-63%
Federal, State, Local, All Other Gifts & Donations	7,210	2,386	35,000	-	-	(35,000)	-100%
Charges, Fees, License, Permits, Fines, Assessments	16,908,210	16,970,939	17,609,083	17,642,725	18,020,797	411,714	2%
Revenue from Bonds & Other Debts	2,880	-	-	-	-	-	-
All Other Revenue Resources	129,147	78,796	33,000	33,170	33,000	-	0%
Other Interfund Transfers	-	-	390,000	390,000	150,000	(240,000)	-62%
General Fund Support	-	-	-	110,000	-	-	-
Operating Revenue	17,047,447	17,052,122	18,067,083	18,175,895	18,203,797	136,714	1%
Total Revenue	24,119,568	22,036,904	23,760,725	23,869,590	20,306,797	(3,453,928)	-15%
Personnel Services	9,253,025	8,532,278	9,933,070	9,851,250	10,369,143	436,073	4%
Materials and Services	6,782,271	6,996,348	10,487,693	10,215,377	7,521,500	(2,966,193)	-28%
Capital Outlay	2,354,869	814,583	2,239,962	1,699,963	1,080,000	(1,159,962)	-52%
Operating Expenditure	18,390,164	16,343,209	22,660,725	21,766,590	18,970,643	(3,690,082)	-16%
Transfers	744,622	-	-	-	-	-	-
Contingency	-	-	300,000	-	136,155	(163,845)	-55%
Reserve for Future Expenditures	-	-	800,000	-	1,200,000	400,000	50%
Total Expense	19,134,786	16,343,209	23,760,725	21,766,590	20,306,798	(3,453,927)	-15%
Revenues Less Expenses	4,984,782	5,693,695	-	2,103,000	-		

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

Significant Policy and/or Financial Issues

Description	Impact
Vacancies	For FY22-23, TS averaged 6 vacancies out of 57 FTE. In the past this has averaged 1 or 2. Given the required workload, a 10% vacancy rate has a critical impact on all the available service levels and in some cases, a reliance on contracted support.
Security Requirements / Threats	Increase in cybersecurity attacks and attempts to compromise user identity for fraudulent activity. Ransomware and stolen passwords remain the most common risk. In addition to continued improvement of security processes, there is the increasing costs of tools, licensing, cyber insurance & compliance. Any security plan requires reinforcement by County wide policy for training / awareness.
Cloud services and subscription licensing models	An industry wide shift towards subscription-based licensing is contributing towards rising costs for all licensing and software services. Once limited to externally hosted or cloud-based services, this is now common practice for locally installed software as well. This shift requires revision to the traditional “purchase with annual maintenance” model and will be reflected in future budget cycles.
Project and Portfolio Management	<p>Portfolio management function enables a collaborative partnership between Technology Services and customers, helps align technology solutions with business needs and priorities and technology needs with available resources while supporting the overall business strategic plans. It is more important than ever that strategic planning, policy and governance are part of the technology solutions across the whole enterprise.</p> <p>To ensure effective implementation of technology solutions and reduce costs due to inefficiencies or failures, proper project management is imperative. This skill is a premium & often not part of the solution. While an additional cost, the ultimate implementation cost is reduced when effective project management with business analysis is built into all projects to ensure that they stay within scope, time and budget.</p>
Changing Business Model / Utilization	As technology evolves, business requirements change and resources are stretched, the funding model for procuring and maintaining technology needs to adapt as well. Beyond just revenue levels, the methodology for cost recovery needs to adapt as well – such as the telecom infrastructure fee structure.
New Building Projects / Moves	Providing Technology design & project management in collaboration with Architects, Project Teams and County Departments on the New Courthouse, New DTD Roads Facility, New Behavioral Health Bldg. & H3S moves, Oak Lodge & Gladstone Libraries, New Sandy Health Clinic. While critical, does require significant staff resources and time.

Thank you



Technology Services (18)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 * ARPA Fund (230)	FY 23-24 Clackamas Broadband Utility Fund (602)	FY 23-24 Technology Services Fund (747)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Administration	Executive Leadership & Administration			1,274,495	1,274,495	-	5.0
Applications	Business Systems			2,138,762	2,138,762	-	5.0
Applications	County Wide Applications			1,921,526	1,921,526	-	8.0
Applications	Departmental Applications			615,971	615,971	-	3.0
Applications	Geographic Information (GIS)	-		1,115,933	1,115,933	-	5.0
Communication Services	Telecommunication Services	-		4,315,357	4,315,357	-	7.0
Communication Services	Clackamas Broadband eXchange	7,065,823	2,771,091		9,836,914	-	6.0
Technical Services	Network Services			1,351,228	1,351,228	-	3.0
Technical Services	Technical Operations	-		7,573,525	7,573,525	-	15.0
		7,065,823	2,771,091	20,306,797	30,143,711	-	57.0
FY 22-23 Budget (Amended)		9,705,823	3,051,220	23,760,725	36,517,768	-	57.0
\$ Increase (Decrease)		(2,640,000)	(280,129)	(3,453,928)	(6,374,057)	-	0.0
% Increase (Decrease)		-27.2%	-9.2%	-14.5%	-17.5%	-	0.0%

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



Administration

Executive Leadership & Administration

x

Purpose Statement

The purpose of the Technology Services Office (TS) of the Director Program is to provide administrative, leadership, finance, budget, policy and planning services to Technology Services staff so they can make well informed and cost effective strategic decisions.

The Office of the Director Program proposes a budget of \$1,274,495 a decrease of \$667,814 from current amended funding levels (mainly due to a supplemental adjustment in FY22-23 for some carry-over projects and a change in the Allocation model for FY23-24). These resources will provide a continuation of management oversight and direction in the utilization of technology and technical resources for the County. This results in providing efficient and reliable technical solutions and support to meet the business needs of the County.

Performance Narrative


The Executive Leadership & Administration Program proposed a budget of \$1,274,495.

These resources will provide a continuation of management oversight and direction in the utilization of technology and technical resources for the County. This results in providing efficient and reliable technical solutions and support to meet the business needs of the County.

Some FY23-24 planned priority projects include:

- Continue implementing Technology Services Performance Clackamas Plan (New 2023 PC2 Version) including key objectives
- Completion and initial implementation of Technology Services Strategic Plans for Security, Disaster Recovery & Office365 Cloud
- Continue to expand utilization of TS Business Analyst and Development of a Technology Services Project Management Competency
- Complete development and rollout of TS Policy Manual, including best practices and data governance
- Expand the role of TS in Departmental Business design and decision in projects, budgets and technology plans
- Continue to coordinate technical requirements for key County projects such as the new Courthouse, DTD Building, County Libraries, New DTD Roads Building, new Behavioral Health Building, and related moves.
- Continue to move Technology services into hybrid services models with combination on premise and hosted services including Microsoft 365, Applications, SharePoint, Hybrid Data Storage and COOP services. Corresponding change in Virtual Server Model.
- Implement new and advanced security measures, monitoring, training, policy, data governance and enforcement
- Adapt the TS Funding and billing model as required to new Allocation model and Capital Replacement Process

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 03/01/23	FY 23-24 Target
 Result	Technology Services will develop, and maintain, a County Technology Strategic Plan(s) that covers Technology Services and Initiatives.	5% *1	50%	~ 20%	50%
Result	% of staff with documented professional and technical training plan	~60%	100%	~ 100%	100%
Efficiency	Total estimated annual donated actual value for Technology for Teaching	\$49,530	\$30,000	\$9,740 *2	N/A

Program includes:

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

Explanation

- *1 Progress has been slow with reduced resources. Now with new resources and retuned direction, the momentum is progressing on both Strategic and Departmental Technology Plans.
- *2 Due to technology changes and available inventory, drastic reduction in requests. The T2 NPO was terminated in Q2. Other options are under review for repurposing / recycling of e-waste. New metric will be used next Fiscal Year.



180101-Executive Leadership & Administration
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	398,064	31,040	534,000	533,595	120,000	(414,000)	-78%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,490,668	1,400,177	1,408,309	1,408,309	1,154,495	(253,814)	-18%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	51,146	-	-	170	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,541,814	1,400,177	1,408,309	1,408,479	1,154,495	(253,814)	-18%
Total Revenue	1,939,877	1,431,217	1,942,309	1,942,074	1,274,495	(667,814)	-34%
Personnel Services	1,045,915	647,797	1,051,238	1,037,140	1,088,693	37,455	4%
Materials and Services	503,516	428,865	891,071	784,934	185,802	(705,269)	-79%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,549,432	1,076,662	1,942,309	1,822,074	1,274,495	(667,814)	-34%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	230,000	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,779,432	1,076,662	1,942,309	1,822,074	1,274,495	(667,814)	-34%
Revenues Less Expenses	160,446	354,555	-	120,000	-		

Notes:
 Moved to new County Allocation Model for internal distribution



Applications

Business Systems

Purpose Statement

The purpose of the Business Systems Program is to provide development, maintenance, integration, and support services for County Enterprise Resource Planning (ERP) applications, including Human Resources management, Finance, Payroll, and Budget systems, to the Board of County Commissioners, County leadership and County staff so they can plan and manage their financial and human resources assets. The major mission-critical supported applications include PeopleSoft Finance, PeopleSoft Human Capital Management, Workforce Software, and OpenGov.


Performance Narrative

The Business Services Program proposed a budget of \$2,138,762. These resources will continue to provide analysis, upgrades and reliable support of the County business systems to efficiently meet the business and operational requirements of the County departments.

Major Initiatives:

- Implemented resume parsing tool for job applicants. The resume parsing will place the applicable information into the candidate application reducing the amount of data entry required.
- Implemented Payroll to GL streamlined process from Time and Attendance system (Workforce Software) through Payroll and the General Ledger. The implementation reduces the amount of journal entries required by users to 'fix' data.
- Implemented the usage of the Remote Worker allowing employees to submit a request to work remotely. The process flowed from the employee to the manager for approval.
- Implemented OpenGov Budget Upload tool to create an ability for the Budget Department to process the annual and supplemental budget updates quicker without having to get other users and Technology Services involved.
- Planned implementation of new cloud based Workforce for timekeeping, Accounts Receivable for Peoplesoft, Contracts, Equal Pay Act, and several reporting / workflow enhancements.
- Begin implementation on enhanced Benefits Management System.
- Expand the Peoplesoft Support team by hiring a additional senior developer and contractor support.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 03/01/23	FY 23-24 Target
 Result	% of County respondents who rate business systems' services as good or excellent	95.00%	100%	N/A *1	N/A
Result	% of days where core systems are operational (during normal business hours / excluding scheduled maintenance)	~99.7%	99+%	~ 99.8%	99+%
Efficiency	\$ Estimated program Proposed expenditure per power user per system w/o maintenance costs. *2 - Finance System @ 699 users - HR System @ 162 users *3 - HR ESS Self Service @ 2884 users	1379.00 5846.00 363.00	2,000.00 7,000.00 450.00	1,646.24 7,103.20 399.00	2,000.00 7,000.00 450.00

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation

*1 Due to changes in the FY23-24 Performance Clackamas for Technology Services and changes in the use of surveys, unable to provide accurate numbers related this measure for last FY at this time

*2 Does not include software licensing / maintenance or the Workforce Implementation Contractor.

*3 Updated Security procedures resulted in fewer admin accounts



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	677,184	439,095	455,700	455,700	3,000	(452,700)	-99%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,604,561	1,212,822	1,664,547	1,664,547	2,135,762	471,215	28%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	390,000	390,000	-	(390,000)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,604,561	1,212,822	2,054,547	2,054,547	2,135,762	81,215	4%
Total Revenue	2,281,744	1,651,917	2,510,247	2,510,247	2,138,762	(371,485)	-15%
Personnel Services	704,630	745,685	872,425	861,500	1,007,959	135,534	16%
Materials and Services	848,114	830,066	1,637,822	1,645,747	1,130,803	(507,019)	-31%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,552,744	1,575,750	2,510,247	2,507,247	2,138,762	(371,485)	-15%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	514,622	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,067,366	1,575,750	2,510,247	2,507,247	2,138,762	(371,485)	-15%
Revenues Less Expenses	214,379	76,166	-	3,000	-		

Notes:
 Moved to new County Allocation Model



Applications

County Wide Applications

Purpose Statement

The purpose of the County Wide Applications Program is to provide applications management, development, integrations, support, and maintenance for applications that are custom-built and third-party hosted either on-premises or in the cloud. This program offers various cost-effective, innovative tools and solutions to County staff, the public, businesses, and other public agencies to enhance their services, streamline processes, increase efficiency and collaboration, maximize the use of evolving technologies, and achieve their business needs. The primary in-house developed web applications include CMap, Asset Management, Resource Scheduling Tools, and E-Payment Portals. Some major third-party supported applications include Drupal, PowerDMS, Adobe Acrobat Sign, MS SharePoint, MS Power Apps, and MS Power Automate.

Performance Narrative

The County Wide Applications Program proposed a budget of \$1,921,526. These resources will provide a continuation of analysis, development and support of applications and data systems to meet the business requirements of the County staff. This results in providing the public and businesses the important services they require in an efficient, accessible and reliable format (especially mobile and GIS).

Some priority projects include :

- Upgrade to the County Internet and Intranet sites to major version. Continue support and provide security updates.
- Continue expanding low code development with Microsoft Power Platform and SharePoint
- Continue replacement of Application Extender. Project is 94% complete.
- Developed and continue support of Appointment Schedulers for vaccines and class schedulers.
- Upgraded, standardized and improved the delivery of tax statements
- Continued and expanded rollout of Sharepoint training, support and development. Further support departments to be able to develop their own solutions.
- Continue to develop web based applications to help departments in the delivery of services to the County.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 03/01/23	FY 23-24 Target
Result	% of developed applications that meet customer requirements. (Survey)	98%	95%	N/A *1	N/A
Demand	# of Software Evaluation Group (SEG) requests for evaluation	40	30	95 *2	100
Efficiency	\$ Average program expenditure per supported application w/o maintenance or Prof Services (~ 80 apps)	\$24,351	\$24,500	\$24,019	\$24,500

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

*1 Due to changes in the FY23-24 Performance Clackamas for Technology Services and changes in the surveys, unable to provide accurate numbers related this measure for last FY at this time

*2 In FY22-23 SEG process was expanded to include additional types of requests and provide improved reporting



180203-County Wide Applications
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	973	1,000	72,000	112,000	10,000	(62,000)	-86%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,803,851	1,819,155	1,943,094	1,943,094	1,911,526	(31,568)	-2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,803,851	1,819,155	1,943,094	1,943,094	1,911,526	(31,568)	-2%
Total Revenue	1,804,824	1,820,155	2,015,094	2,055,094	1,921,526	(93,568)	-5%
Personnel Services	1,216,271	1,319,544	1,565,193	1,599,755	1,677,665	112,472	7%
Materials and Services	460,935	362,090	449,901	445,339	243,861	(206,040)	-46%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,677,205	1,681,633	2,015,094	2,045,094	1,921,526	(93,568)	-5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,677,205	1,681,633	2,015,094	2,045,094	1,921,526	(93,568)	-5%
Revenues Less Expenses	127,619	138,522	-	10,000	-		

Notes:
 Moved to new County Allocation Model



Applications

Departmental Applications

Purpose Statement

The purpose of the Departmental Applications Program is to provide business system support, maintenance, integrations, and customizations to County departments so they can have timely, reliable, and cost-effective use of their business-critical systems in support of their customers. Services provided include but are not limited to issue analysis & troubleshooting, reporting & analytics, user support, and vendor coordination. This program's primary area of expertise is county permitting and electronic health record systems. It also provides part-time support for other applications.

Performance Narrative

The Department Applications Program proposed a budget of \$615,971. These resources will continue to provide analysis, development and support of critical department data and applications to meet the business requirements of the County departments.

Some priority projects include :

- Continue to support DTD efforts going paperless for their permits by bringing Septic and Planning into Development Direct system. Continue supporting integrations between electronic plan review and permitting systems. Implementation of Plans Anywhere for inspectors to easy access up-to-date, approved plans and documents required for inspections.
- Continue to work with Health Centers to support current EHR Cerner system and its plans for migrating to different EHR system. Work with Health Centers to establish data warehouse and Power BI Dashboards.
- Continue to develop new support services and opportunities to assist the departments in the use of technology to deliver services to County businesses and Citizens.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 03/01/23	FY 23-24 Target
Result	Estimated % Uptime for major supported systems (w/o upgrades or emergencies)	99.50%	99.80%	> 99%	99.80%
Output	# Major supported departmental applications / Reports with dedicated technical staff (*1)	25	25	9 *1	10
Efficiency	Estimated annual adopted support costs per major departmental application (w/o Capital / Reserves / Maintenance costs)	\$24,497	\$30,000	\$68,441 *1	\$60,000

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation *1 The definition of "application" was modified in FY22-23 to better relate to the support services provided by Technology Services - this results in fewer "counted" apps.



180204-Departmental Applications
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	20,974	16,000	51,000	61,000	10,000	(41,000)	-80%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	565,456	581,491	611,427	611,427	605,971	(5,456)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	565,456	581,491	611,427	611,427	605,971	(5,456)	-1%
Total Revenue	586,430	597,491	662,427	672,427	615,971	(46,456)	-7%
Personnel Services	439,457	420,038	501,122	518,785	529,703	28,581	6%
Materials and Services	104,514	94,756	161,306	143,642	86,268	(75,038)	-47%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	543,970	514,794	662,428	662,427	615,971	(46,457)	-7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	543,970	514,794	662,428	662,427	615,971	(46,457)	-7%
Revenues Less Expenses	42,459	82,697	-	10,000	-		

Notes:
 Moved staff reimbursement from allocation to direct bill



Applications

Geographic Information (GIS)

Purpose Statement

The Purpose of the Geographic Information System (GIS) Program is to provide spatially integrated data and mapping services / applications to residents, businesses, County staff and other public agencies so they can make informed, location-based decisions using necessary geographic information.


Performance Narrative

The GIS Program proposed a budget of \$1,115,933. These resources will provide a continuation of analysis, development and support of GIS data and mapping applications to meet the business requirements of the County staff and public while maintaining flat rates on printed maps. This program also provides extensive mapping and aerial photo solutions for the County Departments and citizens.

Some priority projects include:

- Continue to maintain the County aerial and lidar photo sets, enhance the online mapping applications CMAP & PlanMap.
- Phased rollout of new ESRI Portal tools to increase services directly available to staff and in advanced applications
- Expanded utilization and availability of GIS / Tax lot information for public use and services
- Develop new GIS based applications to support location based services for County staff, citizens and businesses.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 03/01/23	FY 23-24 Target
Output	Estimated # GIS Data Layers Supported	100	100	110	N/A *1
 Result	% of GIS projects completed that meet customer requirements (survey)	97%	99%	100%	99%
Efficiency	\$ Program expenditure per GIS data layer supported w/o maintenance (Proposed)	\$11,020	\$13,000	\$9,917	N/A *1

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation *1 For FY23-24 the Performance Clackamas Plan for Technology Services will alter some of the metrics including GIS Data Layers to be more relevant to performance. This will change the Output/Efficiency metrics for FY23-24 as they are implemented.



180205-Geographic Information (GIS)
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	425,254	501,000	91,000	181,000	51,000	(40,000)	-44%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	7,210	1,357	35,000	-	-	(35,000)	-100%
Charges, Fees, License, Permits, Fines, Assessments	1,442,138	1,359,359	1,074,582	1,074,582	1,031,933	(42,649)	-4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	11,286	17,531	33,000	33,000	33,000	-	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,460,634	1,378,247	1,142,582	1,107,582	1,064,933	(77,649)	-7%
Total Revenue	1,885,888	1,879,247	1,233,582	1,288,582	1,115,933	(117,649)	-10%
Personnel Services	1,245,803	1,005,038	891,691	938,010	939,722	48,031	5%
Materials and Services	284,214	240,204	341,891	299,572	176,211	(165,680)	-48%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,530,017	1,245,242	1,233,582	1,237,582	1,115,933	(117,649)	-10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,530,017	1,245,242	1,233,582	1,237,582	1,115,933	(117,649)	-10%
Revenues Less Expenses	355,871	634,005	-	51,000	-		

Notes:
 Moved to new County Allocation Model



Technical Services

Network Services

Purpose Statement

The purpose of the Network Services program is to provide network architecture, infrastructure, wireless, internet, security and networking related support services to staff, outside agencies and visitors so they can conduct business and achieve their business results utilizing a reliable, high performance, 24/7 secure network infrastructure.

Performance Narrative

The Network Services Program proposed a budget of \$1,351,228. These resources will continue to provide analysis, installation and reliable support of critical County network communications and security to efficiently meet the business requirements of the County departments while containing annual allocations rate to an average of 5% or less.

Some of the priority projects include:

- Continue replacement of aging equipment and design next generation of County networking architecture and services to maximize performance, efficiencies, security and technology opportunities.
- Continue to deploy new / enhanced security measures to protect County data and crucial services, including cloud.
- Design and installation of new building and relocations networks as required.
- Enhance mobile / remote services including new options and cloud services, especially for Telework.
- Design and implement enhanced network access controls aligned with Zero Trust best practices
- Continue to enhance wireless and remote access capabilities and performance

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 03/01/23	FY 23-24 Target
Result	% of days where all core networking infrastructure is operational (excluding scheduled maintenance)	99.9+%	99.90%	~ 99.9+%	99.90%
Output (*1)	# Allocated supported connected devices (PC / Printers / Scanners / Laptops / CCTV) (w/o Smart phones or switches)	5,428	5,200	5,738	6,000
Efficiency	Estimated annual Proposed program expenditure per allocated device (w/o Capital / Communications / Maint costs)	\$236.24	\$250	\$215.79	\$250

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation *1 - Network device counts continue to climb with many users choosing to maintain multiple devices, as well as an increase of new types of devices such as sensors, phones, and other small appliances. This trend is expected to continue.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	122,521	(218,200)	202,000	202,000	159,000	(43,000)	-21%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,126,053	1,373,072	1,276,315	1,276,314	1,192,228	(84,087)	-7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	50,000	50,000	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,176,053	1,423,072	1,276,315	1,276,314	1,192,228	(84,087)	-7%
Total Revenue	1,298,574	1,204,872	1,478,315	1,478,314	1,351,228	(127,087)	-9%
Personnel Services	584,744	486,841	605,848	584,000	658,306	52,458	9%
Materials and Services	357,011	350,393	872,466	735,314	692,922	(179,544)	-21%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	941,755	837,234	1,478,314	1,319,314	1,351,228	(127,086)	-9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	941,755	837,234	1,478,314	1,319,314	1,351,228	(127,086)	-9%
Revenues Less Expenses	356,819	367,638	-	159,000	-		

Notes:
Moved to new County Allocation Model



Technical Services

Technical Services

Purpose Statement

The purpose of the Technical Services Line of Business is to provide technology support, network, system and storage administration, security, mobility, technology procurement, overall infrastructure support and call center services to County staff to effectively utilize County technology in support of their business requirements and services.

Performance Narrative

The Technical Services Program proposed a budget of \$7,573,525. Overall, this budget is reduced for FY23-24 due to the large reserve capital expenditures in FY21-22 & FY22-23 for network and systems upgrades. Reserves are reduced and will start the build up again for future planned expenditures. Allocation rates are changing to be in line with the new FY23-34 Allocation Model, metrics will be updated to work with the new model.

These resources will continue to provide design, procurement, implementation and support of expanding critical technical services to meet the business requirements of the County departments while containing allocation growth to an annual average of 5% or less. (not including FY carry over of capital reserves or projects that are not completed within the initial budgeted fiscal year)

Some of the priority projects include:

- Design and Implementation of revised comprehensive disaster recovery plan. Expansion of offsite secondary backups using secure cloud storage. Develop COOP plan to restore services in advent of a disruption including offsite services.
- Expand Virtual Services / Server Farms to be more fault tolerant, enhanced performance capabilities.
- Continue implementation and rollout of Microsoft 365 and Azure Cloud services. Implement processes for safe data classification, collaboration, and auditing.
- Implement Multi-Factor Authentication and identity management for all local systems or cloud services that contain sensitive data. Continue to monitor, review, evolve and enhance all aspects of security including governance, user training, detection, prevention and recovery.
- Enhance the technical support and available options for remote access, telework, and communication services.
- Continue to utilize County hybrid services model, review options to leverage secure cloud services where appropriate.
- Implement and expand enhanced technical training services for County staff as resources available.
- Integrate enhanced and automated MFR metrics to align with County Outcome based budgeting initiatives.
- Work with departments to enhance technical services including Call Center support, training, and technology solutions

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 03/01/23	FY 23-24 Target
Output	# of Technology Procurements	429	300	282	300
Efficiency	Estimated annual Call Center / Systems adopted operating costs per allocated user (w/o Capital / Reserves / Maintenance costs)	2,678 @ \$1,423.74	\$1,500	2,730 @ \$1,372.99	N/A *1
Efficiency	\$ allocated costs per PC (tier 1) (Goal <= 5% increase)	\$1,848.54 - 11.09 %	< \$2,000 < 5%	\$1,698.27 - 8.10 % (*1)	N/A *1

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

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

*1 - The new Allocation Model for FY23-24 continues to utilize PC and Account Counts but in a different manor, rate and calculation method, this metric will be updated in FY23-24 to follow the new allocation methodology.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	3,769,311	2,892,958	3,329,459	3,189,917	1,100,000	(2,229,459)	-67%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	15,630	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	5,503,026	5,613,165	5,601,039	5,601,039	6,323,525	722,486	13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	257	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	150,000	150,000	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,503,026	5,629,052	5,601,039	5,601,039	6,473,525	872,486	16%
Total Revenue	9,272,337	8,522,010	8,930,498	8,790,956	7,573,525	(1,356,973)	-15%
Personnel Services	2,943,433	2,797,313	3,089,784	2,928,500	3,070,415	(19,369)	-1%
Materials and Services	2,102,453	2,329,929	3,470,714	3,492,456	2,686,955	(783,759)	-23%
Capital Outlay	1,821,153	312,138	1,270,000	1,270,000	480,000	(790,000)	-62%
Operating Expense	6,867,038	5,439,380	7,830,498	7,690,956	6,237,370	(1,593,128)	-20%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	800,000	-	1,200,000	400,000	50%
Contingency	-	-	300,000	-	136,155	(163,845)	-55%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	6,867,038	5,439,380	8,930,498	7,690,956	7,573,525	(1,356,973)	-15%
Revenues Less Expenses	2,405,299	3,082,630	-	1,100,000	-		

Notes:
 Moved to new County Allocation Model



Communication Services

Telecommunication Services

Purpose Statement

The purpose of Telecommunication Services is to provide phone, radio, security systems, audio visual, wiring and communications technical support services to County staff and other agencies so they can be secure in the work place and communicate reliably across unified leading edge systems with 24/7 support.

Performance Narrative

The Telecommunications Services Program proposed a budget of \$4,315,357. These resources will continue to provide analysis, installation and reliable support of critical County communications, Life / Safety systems and physical data / voice infrastructure to efficiently meet the business requirements of the County departments while maintaining flat rates.

Some priority projects include:

- Continue to upgrade the County voice servers to latest version to enhance performance and capabilities.
- Continue to add new / enhanced Unified Communication Services such as web browser based telephones (WebRTC), unified messaging, Smart Call Centers, smart messaging, VoIP communications, remote communications, smart devices etc.
- Complete installations of the Alertus Emergency Notification System, including the DSB & PSB Buildings. Expand to other facilities as required by the County. Assist in other related security projects.
- Assist in the planning and implementation of the County Telecommuting Plan to ensure reliability, cost control and effective communications regardless of staff location
- Technology design & technology project management of new County buildings such as the Courthouse, DTD Roads, Clinics, Libraries, etc.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 03/01/23	FY 23-24 Target
Result	% of days where there are no service interruptions to core telecomm services (excluding scheduled maintenance or loss of County electricity)	~ 100%	99.50%	~ 100%	99.99%
Result	Average response time for work orders (during scheduled business hours) in hours	3.67 (*1)	2.00	3.11 (*1)	2.00 (*2)
Efficiency	Estimated annual \$ savings for County by utilizing Telecom work orders versus industry average	~ \$344,000	\$250,000	~ \$364,000 (*3)	\$250,000

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

- Explanation
- *1 - The increased response time is due to continuing large increase in the work order count and many large scale projects, such as the new Courthouse. Also the disperse support area with most staff offsite.
 - *2 - It is expected that once telecommuting is more onsite, the response times should become back to more normal times.
 - *3 - The large savings increase is due to the continued increase of work orders for this period.



180302-Telecommunication Services
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,657,840	1,321,889	958,483	958,483	650,000	(308,483)	-32%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	9,529	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	3,372,457	3,611,646	4,029,770	4,063,413	3,665,357	(364,413)	-9%
Revenue from Bonds & Other Debts	2,880	-	-	-	-	-	-
All Other Revenue Resources	16,715	11,008	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	110,000	-	-	-
Operating Revenue	3,392,052	3,632,184	4,029,770	4,173,413	3,665,357	(364,413)	-9%
Total Revenue	5,049,892	4,954,073	4,988,253	5,131,896	4,315,357	(672,896)	-13%
Personnel Services	1,072,772	1,134,153	1,355,769	1,383,560	1,396,679	40,910	3%
Materials and Services	2,121,515	2,354,045	2,662,522	2,668,373	2,318,678	(343,844)	-13%
Capital Outlay	533,715	502,444	969,962	429,963	600,000	(369,962)	-38%
Operating Expense	3,728,003	3,990,643	4,988,253	4,481,896	4,315,357	(672,896)	-13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,728,003	3,990,643	4,988,253	4,481,896	4,315,357	(672,896)	-13%
Revenues Less Expenses	1,321,889	963,431	-	650,000	-		

Notes:

CCTV Allocation was moved to Direct Bill in line with new MGT Model



Communication Services

Clackamas Broadband eXchange

Purpose Statement

The purpose of the Clackamas Broadband eXchange (CBX) program is to provide fiber optic design, allocation, installation and maintenance services to County departments, public institutions, bandwidth intensive businesses and ISP Providers so they can experience fast, reliable connectivity at a low cost while also providing business opportunities.


Performance Narrative

The CBX Program proposed a budget of \$9,836,914. These resources will continue to provide design, construction and reliable support of the fiber infrastructure to efficiently provide connectivity to public and private customers, maintain self sufficiency and managed growth. Continued expansion via construction to new customers is expected to continue. This program is fully self supportive.

Some priority projects include:

- Continue to implement recommendations of CBX Business Plan.
- Continue to expand the fiber infrastructure and add additional customers.
- Continue to develop and construct Phase 1 & 2 of the ARPA Grant Broadband Expansion Project.
- Develop a proposal for additional grant funding to continue the expansion of CBX into areas of minimal access
- Implement and resale services on an eastern fiber route as backup connectivity for ISP customers including the County.
- Implement additional ISP Partnership projects as opportunities are available, especially in under-served areas.
- Continue to research and pursue additional funding opportunities, new partners and new potential service options.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 03/01/23	FY 23-24 Target
 Result	\$ Annual estimated savings for public institutions utilizing CBX (includes redundant connections)	\$1,678,220	\$1,550,000	~ \$1,730,000	\$1,700,000
Result	% Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs)	99.90%	99.90%	99.99%	100.00%
Efficiency	\$ Average estimated program expenditure per mile of fiber supported w/o construction costs. (*1)	370 miles @ \$4,703	350 miles @ \$4,500	381 miles @ \$4,504	396 miles @ \$4,500

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **YES**

CBX is part of the ARPA Grant - 5 year total is \$10,100,000

Explanation *1 - Increase due to additional construction staff to do most of the repairs / builds. Since this metric does not include constructing costs, savings of staff over contractors is not reflected. Also, many new connects are underground or farther away from connection points causing overall costs per mile to increase. M&S costs are also increasing. Does not include ARPA Coverage.



180303-Clackamas Broadband eXchange
 BCC Priority Alignment: Vibrant Economy
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	761,786	373,699	1,861,000	336,916	45,000	(1,816,000)	-98%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	402,317	8,190,823	2,640,000	7,065,823	(1,125,000)	-14%
Charges, Fees, License, Permits, Fines, Assessments	1,411,833	1,527,237	2,410,220	1,950,671	2,681,091	270,871	11%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	36,922	38,761	295,000	187,000	45,000	(250,000)	-85%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,448,755	1,968,314	10,896,043	4,777,671	9,791,914	(1,104,129)	-10%
Total Revenue	2,210,541	2,342,013	12,757,043	5,114,587	9,836,914	(2,920,129)	-23%
Personnel Services	502,156	721,944	1,324,292	1,037,126	1,064,940	(259,352)	-20%
Materials and Services	650,316	835,463	2,989,045	2,557,461	1,506,095	(1,482,950)	-50%
Capital Outlay	611,906	396,338	8,353,500	1,430,000	7,165,823	(1,187,677)	-14%
Operating Expense	1,764,377	1,953,746	12,666,837	5,024,587	9,736,857	(2,929,980)	-23%
Debt Service	-	-	-	-	-	-	-
Special Payments	32,175	57,353	45,000	45,000	45,000	-	0%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	45,207	-	55,057	9,850	22%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,796,552	2,011,099	12,757,044	5,069,587	9,836,914	(2,920,130)	-23%
Revenues Less Expenses	413,989	330,914	-	45,000	-		

Notes:
 ARPA Grant continues to provide funding for additional construction



Assessment & Taxation

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
Administration	The 2022-23 Tax Roll was certified in October with \$110.6B in Market Value, a 17.38% increase; \$60.9B in taxable value, a 4.67% increase; and billing and collection of \$1,066,817,444 in taxes, an increase of 6.82%.
Valuation	Growth continues in Clackamas County. Our field appraisers valued 11,354 accounts including 1,372 new houses, 42 new plats/subdivisions, and 842 accounts that had boundary changes.
	Performed eligibility determinations and administered tax laws for new and existing accounts to determine qualification for statutory programs such as special assessments for low income housing, farm or forest deferral and enterprise zone projects to name a few.
	Our new Mobile Assessor software, which allows field appraisers to capture new construction and inventory in the field was implemented last year and continues to further our goal of an integrated CAMA/GIS system. Additionally, the online filing system for Business Personal Property is experiencing ongoing success in its third year.
Revenue & Records	Property tax collections for FY ending June 30, 2022 were 98% collected, matching last year's collection rate.

FY22-23 Major Accomplishments

AREA	DESCRIPTION
Revenue & Records	Property taxes were billed to over 170,000 property owners and 89% of the \$1.066B was distributed to 129 local taxing districts by Dec 31, 2022.
	Successfully printed and mailed our property tax statements with a new vendor, which also offered for the first time, the ability for taxpayers to sign up for paperless billing. Also known as eNotices.
	The GIS Cartography team reached the goal of 100% of all physical maps converted to digital form in 2022. This had been a multi-year project following Statewide mapping guidelines to digitize maps throughout Oregon. Ongoing digital mapping will occur as new accounts are created or existing accounts canceled.

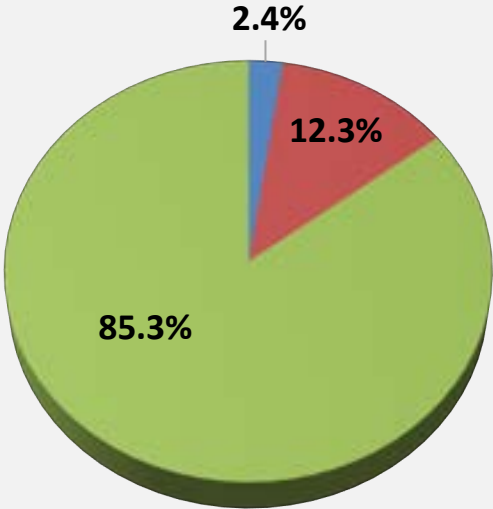
Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Administration	Total Cost per account	\$53	\$55	\$55	\$57
Property Valuation	# of new construction/property change appraisals completed	7,859	8,500	9,019	8,000
	# of real properties not physically re-appraised in the past six years	155,000	153,000	150,000	152,400
Valuation Adjustment	# of real property accounts with tax roll corrections completed for omitted property	226	275	200	225
Tax Revenue	97% of tax dollars are collected by the end of the fiscal year	97%	97%	97%	97%
	# of credit, debit and E-check online payment postings	16,381	20,000	19,000	21,000
Property Records	% of Assessor's tax maps digitized	98%	99%	100%	100%
	# of property record changes completed	19,063	18,338	12,142	12,385

Program Profiles: FY23-24 Summary

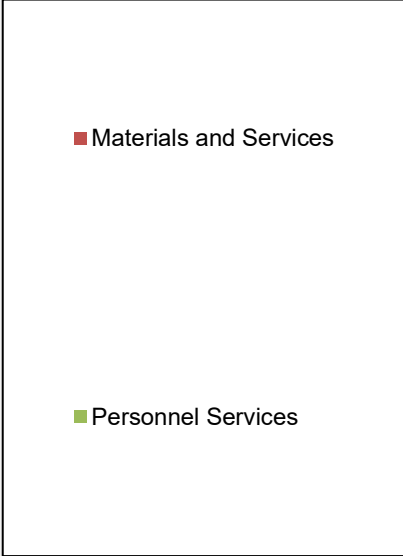
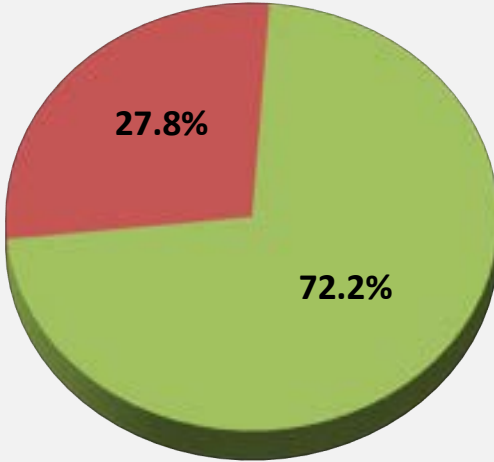
Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Valuation	Annual Property Valuation	Accountable Gov't	\$2.965 M	86%	0%	State	100%	79%
	Value Adjustment	Accountable Gov't	\$2.728 M	86%	0%	State	100%	33%
Revenue & Records	Tax Certification, Collection, & Distribution	Accountable Gov't	\$1.938 M	86%	0%	State	100%	100%
	Property Records & Customer Service	Accountable Gov't	\$2.100 M	86%	0%	State	100%	100%

FY23-24 Revenue and Expenses

Revenues



Expenses





Department of Assessment & Taxation (10)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA Fund (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Administration	Office of the Assessor & Tax Collector	436,590	-	436,590	395,606	2.0
Property Tax Revenue & Records	Property Records & Customer Service	2,100,380	-	2,100,380	1,762,449	14.5
Property Tax Revenue & Records	Tax Certification, Collection, & Distribution	1,938,537	-	1,938,537	1,527,681	11.5
Valuation	Annual Property Valuation	2,965,751		2,965,751	2,607,144	15.5
Valuation	Value Adjustment	2,728,451		2,728,451	2,386,828	17.5
TOTAL		10,169,709	-	10,169,709	8,679,708	61.0
		<i>FY 22-23 Budget (Amended)</i>		9,894,242	8,344,913	61.0
		<i>\$ Increase (Decrease)</i>		275,467	334,795	0.0
		<i>% Increase (Decrease)</i>		2.8%	4.0%	0.0%

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

10-Assessment & Taxation / 100-General Fund Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	1,754,859	1,571,920	1,350,000	1,080,000	1,250,001	(99,999)	-7%
All Other Revenue Resources	1,690,853	1,527,462	199,329	199,329	240,000	40,671	20%
General Fund Support	-	7,452,536	8,344,913	7,512,371	8,679,708	334,795	4%
Operating Revenue	3,445,711	10,551,918	9,894,242	8,791,700	10,169,709	275,467	3%
Total Revenue	3,445,711	10,551,918	9,894,242	8,791,700	10,169,709	275,467	3%
Personnel Services	6,704,081	6,790,605	7,509,955	6,393,266	7,341,892	(168,063)	-2%
Materials and Services	2,064,041	2,269,507	2,384,287	2,398,434	2,827,817	443,530	19%
Capital Outlay	122,470	-	-	-	-	-	-
Operating Expenditure	8,890,592	9,060,112	9,894,242	8,791,700	10,169,708	275,466	3%
Total Expense	8,890,592	9,060,112	9,894,242	8,791,700	10,169,708	275,466	3%
Revenues Less Expenses	(5,444,881)	1,491,806	-	-	-		

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

In FY22-23 Declass Property Tax revenue shifted to Fund 100 Non-Departmental, with an offset to Assessor's General Fund Support revenue

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

**10-Assessment & Taxation / 230-Special Grants Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	18,266	-	-	-	-	-
Operating Revenue	-	18,266	-	-	-	-	-
Total Revenue	-	18,266	-	-	-	-	-
Personnel Services	-	18,266	-	-	-	-	-
Operating Expenditure	-	18,266	-	-	-	-	-
Total Expense	-	18,266	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-		

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

Significant Policy and/or Financial Issues

Description	Impact
Above normal vacancy in our Valuation section, coupled with longer hiring processes, is straining our already over tasked resources.	The ability to value all new construction and meet our other statutory mandated functions may be compromised. In addition, values will be less equitable and will result in a loss of revenue due to property not being on the tax roll.
Constant growth in the County continues to support the need for additional FTE and would move us closer to DOR staffing guidelines that currently indicate we are over 11 FTE understaffed.	Unable to complete reappraisal on a regular cycle. This results in a loss of revenue due to property not being on the tax roll.
Our Core Tax/CAMA software is aging and in need of modernization or replacement.	Both options will cost money, which is not in the budget and will further strain the County General Fund coffers.

Thank You



Department of Assessment & Taxation (10)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA Fund (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Administration	Office of the Assessor & Tax Collector	436,590	-	436,590	395,606	2.0
Property Tax Revenue & Records	Property Records & Customer Service	2,100,380	-	2,100,380	1,762,449	14.5
Property Tax Revenue & Records	Tax Certification, Collection, & Distribution	1,938,537	-	1,938,537	1,527,681	11.5
						-
Valuation	Annual Property Valuation	2,965,751		2,965,751	2,607,144	15.5
Valuation	Value Adjustment	2,728,451		2,728,451	2,386,828	17.5
TOTAL		10,169,709	-	10,169,709	8,679,708	61.0
		<i>FY 22-23 Budget (Amended)</i>	-	9,894,242	8,344,913	61.0
		<i>\$ Increase (Decrease)</i>	-	275,467	334,795	0.0
		<i>% Increase (Decrease)</i>	-	2.8%	4.0%	0.0%

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



Administration Line of Business
Office of the Assessor & Tax Collector

Purpose Statement

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

Performance Narrative Statement

For over 30 years the Clackamas County Assessor's office has advanced a work culture dedicated to providing excellent customer service. We work to accomplish this by providing outstanding public service. We are responsive to the needs of taxpayers, citizens, internal partners, and taxing districts. We provide outreach to the public and business community through meetings, training sessions, public service videos, and online information. Annual legislative sessions can bring changes to the requirements of Oregon's property tax system and an ongoing challenge to help Oregonians understand our complicated tax system. Since 2000, the County has seen significant growth with over 24,000 added tax accounts and market value increases of 282%, from \$29 billion to \$111 billion. Taxes extended for collection have increased from \$342 million to over \$1.066 billion, an increase of 211%. The County's growth has far outpaced our staffing levels which have increased by only 6%. From the mid 1990's until 2016, A&T remained stationary at 57.5 positions, we currently have 61. This demonstrates our continuous efforts to increase processing efficiencies and our diligent efforts to maintain a well-qualified, competent staff. We have been steadfast in maintaining clear goals and direction for meeting our performance objectives. However, it's important to address our vulnerability in sustaining these goals and meeting workload demands. In past years we have successfully qualified for the CAFFA Grant based on our output performance and successful completion of required work. While we appreciate three separate budget approvals since 2016 adding 3.5 positions, we continue to fall more than 11 FTE below the Department of Revenue's recommended staffing guidelines for Clackamas County. For FY 2024 we are not requesting additional positions due to current budget constraints. Nonetheless, we continue to state that insufficient appraisal staffing could potentially put future CAFFA dollars at risk if workload demands continue at the current pace. Limited resources also perpetuate the growing issue of property not included on the tax roll, which is one of our Performance Clackamas strategic goals. Repercussions include lost revenue and a lack of fairness and equity among taxpayers.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Projected Performance	FY 23-24 Target
Result	Department will operate within 95% of its annual adopted budget	95%	95%	95%	89%	95%
Result	A partnership funding agreement will be in place to achieve annual flights of oblique aerial imagery by 2023	50%	75%	75%	75%	75%
Efficiency	Total cost per account	\$49	\$51	\$55	\$50	\$49
Efficiency	Tax revenue generated per \$ of budgeted expenditure	\$109	\$107	\$104	\$118	\$124

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding Yes

Explain all "Yes" boxes below

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

Explanation The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program. The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

1. Maintenance of constitutionally required real market value on all property
2. Creation of an Assessment Roll and a Tax Roll
3. Appraisal of all Measure 50 exceptions completed timely
4. Resolution of appeals in a timely manner
5. Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas: 1. Assessment, 2. Cartography and GIS Administration, 3. Property Valuation, 4. Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals, and 5. A&T Data Processing.

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



100101-Office of the Assessor & Tax Collector

BCC Priority Alignment: Accountable Government

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	196,342	51,693	44,263	35,410	40,984	(3,279)	-7%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	359,046	1,015,437	886,241	395,606	(619,831)	-61%
Operating Revenue	196,342	410,739	1,059,700	921,651	436,590	(623,110)	-59%
Total Revenue	196,342	410,739	1,059,700	921,651	436,590	(623,110)	-59%
Personnel Services	356,015	410,698	369,588	215,361	351,707	(17,881)	-5%
Materials and Services	191,828	62,983	690,112	706,290	84,883	(605,229)	-88%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	547,843	473,681	1,059,700	921,651	436,590	(623,110)	-59%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	547,843	473,681	1,059,700	921,651	436,590	(623,110)	-59%
Revenues Less Expenses	(351,501)	(62,942)	-	-	-		

Notes:
TBD



Property Tax Revenue & Records Line of Business

Property Records & Customer Service

Purpose Statement

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

Performance Narrative Statement

This program processed just over 19,000 deeds in 2022 resulting in ownership, address, and/or boundary changes. On average, property records were updated within 5 business days to accurately reflect owner names, mailing and situs address on the current tax roll. The volume of real estate activity requires prioritization of staff to maintain GIS mapping data and assessment records accurately in preparation of closing our annual tax roll in October. In the past year we have successfully come to the conclusion of digitizing all A&T maps. We have retired all 3,433 hand drafted Mylar maps with digital GIS maps. We continue to prioritize and maintain outstanding customer service, responding within one business day to customer inquiries and within one week on record requests.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Projected Performance	FY 23-24 Target
Result	# of property record changes completed	20,865	19,063	18,338	12,142	12,385
Result	>95% of phone calls returned within one business day	>95%	>95%	>95%	>95%	>95%
Result	% of Assessor's tax maps digitized	86%	98%	99%	100%	100%

Program includes:

- Mandated Services Yes
- Shared Services Yes
- Grant Funding Yes

Explain all "Yes" boxes below

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

Explanation The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include

1. Maintenance of constitutionally required real market value on all property
2. Creation of an Assessment Roll and a Tax Roll
3. Appraisal of all Measure 50 exceptions completed timely
4. Resolution of appeals in a timely manner
5. Calculation, collection, and distribution of taxes

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The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



100202-Property Records & Customer Service

BCC Priority Alignment: Accountable Government

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	351,569	522,152	343,033	256,721	297,131	(45,902)	-13%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	43,352	41,890	41,440	23,919	40,800	(640)	-2%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	1,439,812	1,531,684	1,501,140	1,762,449	230,765	15%
Operating Revenue	394,920	2,003,854	1,916,157	1,781,780	2,100,380	184,223	10%
Total Revenue	394,920	2,003,854	1,916,157	1,781,780	2,100,380	184,223	10%
Personnel Services	1,474,297	1,319,948	1,644,106	1,512,558	1,600,720	(43,386)	-3%
Materials and Services	448,391	437,978	272,050	269,222	499,660	227,610	84%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,922,687	1,757,926	1,916,156	1,781,780	2,100,380	184,224	10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,922,687	1,757,926	1,916,156	1,781,780	2,100,380	184,224	10%
Revenues Less Expenses	(1,527,767)	245,928	-	-	-		

Notes:

TBD



Property Tax Revenue & Records Line of Business

Tax Certification, Collection, & Distribution

Purpose Statement

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

Performance Narrative Statement

Successfully printed and mailed our property tax statements with our new printing vendor, which also offered for the first time, the ability for taxpayers to sign up for paperless billing. Annexations and withdrawals were processed timely and accurately to be correctly reflected on the 2022-23 tax roll. The program successfully processed levy requirements for 129 taxing districts used to produce a total tax roll of \$1,066,817,444. Tax notifications were mailed for 170,610 accounts by October 25, 2022. Collection and distribution was timely with taxing districts receiving funds equivalent to 87% of the total tax roll within 15 days of the November collection date. We are on target to be 97% collected by the end of the 2022-23 fiscal year.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Projected Performance	FY 23-24 Target
Result	87% of tax dollars distributed by November 30th each year	88%	88%	87%	88%	87%
Result	97% of tax dollars are collected by the end of the fiscal year	97%	97%	97%	97%	97%
Output	# of credit, debit and E-check online payment postings	14,938	16,381	20,000	19,000	21,000

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding Yes

Explain all "Yes" boxes below

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

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

Explanation

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

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The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



100203-Tax Certification, Collection, & Distribution

BCC Priority Alignment: Accountable Government

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	419,622	235,066	254,508	203,607	235,656	(18,852)	-7%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	177,203	61,015	157,889	129,564	175,200	17,311	11%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	1,476,886	1,245,960	1,270,667	1,527,681	281,721	23%
Operating Revenue	596,825	1,772,967	1,658,357	1,603,838	1,938,537	280,180	17%
Total Revenue	596,825	1,772,967	1,658,357	1,603,838	1,938,537	280,180	17%
Personnel Services	1,217,044	1,273,222	1,254,133	1,200,857	1,332,111	77,978	6%
Materials and Services	497,774	489,590	404,224	402,981	606,426	202,202	50%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,714,819	1,762,812	1,658,357	1,603,838	1,938,537	280,180	17%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,714,819	1,762,812	1,658,357	1,603,838	1,938,537	280,180	17%

Revenues Less Expenses (1,117,993) 10,156 - - -

Notes:
TBD



Valuation Line of Business

Annual Property Valuation

Purpose Statement

The purpose of the Annual Property Valuation Program is to provide appraisal, statistical, analytical and reporting services to property owners and taxpayers so they can have confidence that Clackamas County properties are valued at 100% of real market value.

Performance Narrative Statement

Our business efficiencies in Valuation continue to evolve offering more transparency and delivering more integrated and better services designed to build public trust that will result in the best allocation of resources. Our appraisers primarily complete field work, make and review value decisions and assist the public on valuation issues. Real estate sales activity, new construction and other exception events were similar to last year but have slowed. However, with limited resources it will remain a challenge to meet all of our statutory mandated functions. Updates and enhancements to our automated appraisal database allow us to monitor our appraisal activity in real time and increase the efficiency of our business practices. While still impacted by resource limitations we have made good progress in the conversion of paper records for commercial, industrial, and multi-family properties into our mass appraisal database. This data conversion will allow us to build income property valuation models to enable valuation and recalculation of these types of properties within our system. The Property Valuation Program is still in the process of implementing two new software programs: 1. Mobile Assessor allows for field entry of new construction that will then upload into our Computer Assisted Mass Appraisal system, and 2. ESRI Insights to improve and enhance our annual valuation program. These initiatives will allow us to enhance and improve efficiencies as we continue to struggle with limited resources and forward our goal of GIS/CAMA integration which will enhance valuations, reduce the need for physical inspections, improve the quality of our inventory, which aligns with the strategic goal of building public trust and so that taxpayers can have confidence in the property tax system. Our demand for reappraisal remains high and mostly unmet. Excluding new construction, approximately 152,400 or 93% of real property accounts have not been physically reappraised within the last 6 years and many have not been inspected in over 20 years.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Projected Performance	FY 23-24 Target
Result	98% of neighborhood market areas valued at 100% of real market value and consistent with statutory requirement	98%	98%	98%	98%	98%
Output	# of new construction/property change appraisals completed	7,433	7,859	8,500	9,019	8,000
Demand	# of real properties not physically re-appraised in the past six years	155,000	155,000	153,000	150,000	152,400

Program includes:

- Mandated Services Yes
- Shared Services Yes
- Grant Funding Yes

Explain all "Yes" boxes below

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

Explanation

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

1. Maintenance of constitutionally required real market value on all property
2. Creation of an Assessment Roll and a Tax Roll
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The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



100302-Annual Property Valuation
 BCC Priority Alignment: **Accountable Government**
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	393,663	390,637	343,032	309,836	358,607	15,575	5%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	10	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	2,334,055	2,445,297	2,189,115	2,607,144	161,847	7%
Operating Revenue	393,663	2,724,702	2,788,329	2,498,951	2,965,751	177,422	6%
Total Revenue	393,663	2,724,702	2,788,329	2,498,951	2,965,751	177,422	6%
Personnel Services	2,038,526	2,124,335	2,102,800	1,835,261	1,942,637	(160,163)	-8%
Materials and Services	498,459	808,130	685,530	663,690	1,023,114	337,584	49%
Capital Outlay	122,470	-	-	-	-	-	-
Operating Expense	2,659,456	2,932,465	2,788,330	2,498,951	2,965,751	177,421	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,659,456	2,932,465	2,788,330	2,498,951	2,965,751	177,421	6%
Revenues Less Expenses	(2,265,793)	(207,762)	-	-	-		

Notes:
 TBD



Valuation Line of Business

Value Adjustment

Purpose Statement

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

Performance Narrative Statement

The real estate market continues to be strong in Clackamas County and residential properties will again see growth in many market areas. Commercial properties have suffered more over the past two years but hold fairly steady. Value appeals to the Board of Property Tax Appeals were down, however the percentage of Commercial/Industrial appeals continues to be significant and are much more complex than most residential appeals. We expect the percentage of Commercial/Industrial appeals to increase in 2023-24. While appeals to BOPTA were less than anticipated, appeals to the Magistrate Division of the Tax Court have increased dramatically. Typically we are able to resolve the majority of Commercial/Industrial appeals at BOPTA. These appeals require a significant amount of resources; the full impact is not yet known. The legal complexity of today's appeals and the complexity of properties under appeal often continue to require participation by County Counsel for representation for Magistrate, Regular Division Tax Court and Supreme Court cases. An increasing level of sales activity is helpful but continues to require significant appraisal resources to verify sales, research listings and field inspect property to support appeals, general market analysis and the ratio study. In the previous year over 1,700 new or continued exemption and deferral eligibility determinations were reviewed as well as maintenance on the existing approximate 24,000 accounts that have previously qualified so property owners can have confidence they are paying the correct tax consistent with the use of the property. For 2023-24 we have moved away from sales outlier analysis and are focusing on a more consistent and regular reappraisal of our 300 plus neighborhoods in Clackamas County. This will ensure a more uniform and equitable valuation of each property in those neighborhoods and help maintain the health of our valuation program.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Projected Performance	FY 23-24 Target
Result	Board of Property Tax Appeals will remain below 1% annually	<1%	<1%	<1%	<1%	<1%
Output	# of Board of Property Tax Appeals	243	196	400	184	350
Output	# of real property accounts with tax roll corrections completed for omitted property	183	226	275	200	225

Program includes:

- Mandated Services Yes
- Shared Services Yes
- Grant Funding Yes

Explain all "Yes" boxes below

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

Explanation The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

1. Maintenance of constitutionally required real market value on all property
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100303-Value Adjustment
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	393,663	390,637	365,164	274,426	317,623	(47,541)	-13%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,470,298	1,424,547	-	45,846	24,000	24,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	1,842,737	2,106,535	1,665,208	2,386,828	280,293	13%
Operating Revenue	1,863,961	3,657,921	2,471,699	1,985,480	2,728,451	256,752	10%
Total Revenue	1,863,961	3,657,921	2,471,699	1,985,480	2,728,451	256,752	10%
Personnel Services	1,618,199	1,680,669	2,139,328	1,629,229	2,114,717	(24,611)	-1%
Materials and Services	427,589	470,825	332,371	356,251	613,734	281,363	85%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,045,787	2,151,495	2,471,699	1,985,480	2,728,451	256,752	10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,045,787	2,151,495	2,471,699	1,985,480	2,728,451	256,752	10%

Revenues Less Expenses (181,827) 1,506,426 - - -

Notes:
 TBD



Disaster Management

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
Ensure Safe, Healthy and Secure Communities	<p>Disaster Response: Disaster Management responded to multiple incidents, including high heat, public safety power shutoffs, wildfire, extended cold, heavy rain, and a houseless declaration. During the McIver Fire, Disaster Management implemented new procedures that resulted in increased coordination and effectiveness in sending alerts and county response.</p>
	<p>Disaster Planning: Disaster Management is developing or completed planning projects on hazard mitigation, wildfire protection, children in disasters, evacuation planning, resilience and disaster zone planning. Several trainings and exercise were also conducted including the Emergency Operations Center Academy series and exercises on dam failures, wildfire response and evacuation and fuel allocation following a catastrophic disaster.</p>
	<p>Public Private Partnership: Working with PGE and PGA, Disaster Management submitted a 50 million dollar Federal grant proposal which will bury seventeen miles of electrical transmission and distribution lines in the Mount Hood corridor. Undergrounding these lines will improve system reliability for those living in the community and reduce the risk of wildfire in the sensitive ecosystem of the Bull Run Watershed.</p>
	<p>Mass Fatality Response: Increased capability to respond to Mass Fatality Incidents (MFI) through training, accessibility and recruitment of team members to prepare for and respond to a MFI in our community. Reviewed and implemented Fatality Management recommendations from the Clackamas County's COVID-19 After Action Report. The Medical Examiner's Office also exercised/tested storage capabilities by deploying our refrigerated Decedent Management Trailer.</p>

Performance Clackamas

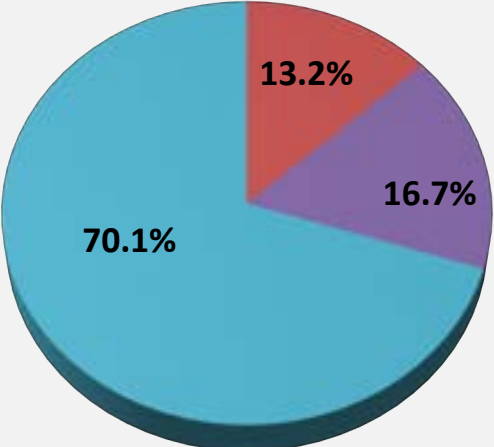
Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Disaster Management	75% of Clackamas County Emergency Notification System (CCENS) calls connected to residents.	89.80%	75%	91.31%	75%
	# EOC activations, real or exercise events	3	2	4	2
Medical Examiner	% of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted	4	4	4	4
Activation	Number of animals sheltered during an event	0	N/A	142	N/A
	Reportable Staff time dedicated to disaster event establishing shelters, delivering messaging, fulfilling resources requests and providing resources to residents.	1694	N/A	1,377 hours COVID-19 442 (OT) Mclver Fire. Total of 1,819 hours YTD.	N/A

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Disaster Management	Disaster Management Operations	Ensure Healthy, Safe, & Secure Communities	\$1,962,530	93.4%	6.6%	Stafford Act (F) ORS 401.305 (S) 6.03 (C)	100%	70%
	Disaster Management Activation	Ensure Healthy, Safe, & Secure Communities	\$15,000	100%	0%	Stafford Act (F) ORS 401.305 (S) 6.03 (C)	100%	N/A
	Medical Examiner	Ensure Healthy, Safe, & Secure Communities	\$1,198,118	100%	0%	ORS 146 (S)	100%	90%
	Grants	Ensure Healthy, Safe, & Secure Communities	\$1,171,087	100%	0%	None	100%	N/A

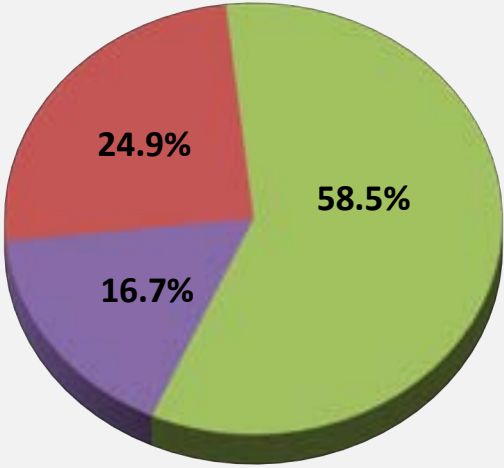
FY23-24 Revenue and Expenses

Revenues



- Beginning Fund Balance
- Federal, State, Local, All Other Gifts & Donations
- General Fund Support

Expenses



- Materials and Services
- Personnel Services
- Special Payments



Disaster Management (23)

Department Budget Summary by Fund

<i>Line of business Name</i>	<i>Program Name</i>	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**	Total FTE
Disaster Management & Medical Examiner	Disaster Management	1,962,530	-	1,962,530	1,831,930	8.5
Disaster Management & Medical Examiner	Medical Examiner's Office	1,198,118	-	1,198,118	1,198,118	6.0
Disaster Management & Medical Examiner	Disaster Activation	15,000	-	15,000	15,000	-
Disaster Management & Medical Examiner	Disaster Management Grants	1,171,087		1,171,087	-	-
TOTAL		4,346,735	-	4,346,735	3,045,048	14.5
<i>FY 22-23 Budget (Amended)</i>		4,165,680	355,000	4,520,680	3,657,814	19.7
<i>\$ Increase (Decrease)</i>		181,055	-355,000	-173,945	-612,766	(5.2)
<i>% Increase (Decrease)</i>		4.3%	-100.0%	-3.8%	-16.8%	-26.5%

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

**23-Disaster Management / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	1,700,237	-	-	423,844	573,844	573,844	-
Federal, State, Local, All Other Gifts & Donations	2,520,368	1,028,009	331,762	506,320	727,843	396,081	119%
Charges, Fees, License, Permits, Fines, Assessments	56,994	19,905	-	7,807	-	-	-
All Other Revenue Resources	15,589	145,041	176,104	12,302	-	(176,104)	-100%
Other Interfund Transfers	1,469,058	-	-	-	-	-	-
General Fund Support	-	2,526,466	3,657,814	3,526,646	3,045,048	(612,766)	-17%
Operating Revenue	4,062,009	3,719,421	4,165,680	4,053,075	3,772,891	(392,789)	-9%
Total Revenue	5,762,246	3,719,421	4,165,680	4,476,919	4,346,735	181,055	4%
Personnel Services	2,115,183	1,977,974	2,701,390	2,371,995	2,541,398	(159,992)	-6%
Materials and Services	1,910,452	756,098	1,369,290	1,266,080	1,081,492	(287,798)	-21%
Capital Outlay	412,406	47,143	55,000	225,000	-	(55,000)	-100%
Operating Expenditure	4,438,041	2,781,214	4,125,680	3,863,075	3,622,891	(502,789)	-12%
Special Payments	531,875	174,115	40,000	40,000	723,844	683,844	1710%
Total Expense	4,969,916	2,955,330	4,165,680	3,903,075	4,346,735	181,055	4%
Revenues Less Expenses	792,330	764,091	-	573,844	-		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

23-Disaster Management / 230-Special Grants Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	235,559	355,000	124,310	-	(355,000)	-100%
Operating Revenue	-	235,559	355,000	124,310	-	(355,000)	-100%
Total Revenue	-	235,559	355,000	124,310	-	(355,000)	-100%
Personnel Services	-	157,776	355,000	124,310	-	(355,000)	-100%
Materials and Services	-	77,784	-	-	-	-	-
Operating Expenditure	-	235,559	355,000	124,310	-	(355,000)	-100%
Total Expense	-	235,559	355,000	124,310	-	(355,000)	-100%

Revenues Less Expenses

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

Significant Policy and/or Financial Issues

Description	Impact
<p>Disaster Management traditionally receives the Emergency Management Performance Grant (EMPG), which support staff with a 50% match. Because the state formula continues to change there could be fewer dollars at the local level, this year we are expecting \$120,000. Clackamas County Disaster Management has been making up the difference over the past few years with fund balance, which is no longer available.</p>	<p>Unstable Federal funding that directly impacts resources available for planning, response and recovery for residents and businesses.</p>
<p>The Disaster Activation Program is used only for local, state, or federal declared incidents. If we have a declared incident that goes into the fiscal year or a new one is declared, this Program is used to track the funding and expense for the incident. Adjustments will be made to this Program as needed throughout the fiscal year.</p>	<p>Allows for efficient fiscal planning and tracking for incidents of all types and sizes.</p>
<p>The Medical Examiner Program has been supported by the State Medical Examiner Office (SMEO) to act as the county Medical Examiner at no cost to the county. Starting in FY23/24, due to staffing constraints the SMEO will no longer be serving as the county ME. Those costs will need to be picked up by the county.</p>	<p>Increased costs for program to review medical examiner cases and certify cause and manner of death on death certificates</p>

End of Presentation

Thank you



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CLACKAMAS
C O U N T Y



Disaster Management (23)

Department Budget Summary by Fund

		FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	
<i>Line of business Name</i>	<i>Program Name</i>	General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**	Total FTE	
Disaster Management & Medical Examiner	Disaster Management	1,962,530	-	1,962,530	1,831,930	8.5	
Disaster Management & Medical Examiner	Medical Examiner's Office	1,198,118	-	1,198,118	1,198,118	6.0	
Disaster Management & Medical Examiner	Disaster Activation	15,000	-	15,000	15,000	-	
Disaster Management & Medical Examiner	Disaster Management Grants	1,171,087	-	1,171,087	-	-	
TOTAL		4,346,735	-	4,346,735	3,045,048	14.5	
		<i>FY 22-23 Budget (Amended)</i>	4,165,680	355,000	4,520,680	3,657,814	19.7
		<i>\$ Increase (Decrease)</i>	181,055	-355,000	-173,945	-612,766	(5.2)
		<i>% Increase (Decrease)</i>	4.3%	-100.0%	-3.8%	-16.8%	-26.5%

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



Disaster Management

Disaster Management

Purpose Statement

The purpose of the Disaster Management Program is to provide planning and preparedness as well as response, recovery, and mitigation services to residents, businesses, visitors, and community members in Clackamas County so they can be prepared to protect themselves, their families, animals, neighbors and community, and can equitably access resources to recover quickly.

Performance Narrative Statement

The Disaster Management Operations Program proposes a \$1,962,530 budget. The Emergency Management Performance Grant (EMPG) is expected to be around \$125,000, which helps offset personnel costs. This federal funding is unstable for future years and has steadily decreased over the past few years. These resources will provide coordination and integration of emergency planning and preparedness efforts for community members of Clackamas County. Achieving these targets will provide a more resilient community before, during, and after disasters.

Key Performance Measures

		FY 20-21 Actuals	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result Measure	90% of required Disaster Management Plans that are up to date and approved	100%	Discontinued	Discontinued	Discontinued	Discontinued
Result Measure	75% Clackamas County Departments have up to date, approved Continuity of Operations Plans in place ¹	85%	34%	85%	31%	85%
Output	75% of Public Alert calls connected to residents	85%	85%	85%	91%	85%

¹ Continuity of Operations Plans (COOP) is the sole responsibility of each department and Disaster Management facilitates the overall management, training and coordination of each plan. Disaster Management relies on the departments progress for this measure.

Program includes:

Mandated Services	<input type="checkbox" value="Y"/>
Shared Services	<input type="checkbox" value="N"/>
Grant Funding	<input type="checkbox" value="Y"/>

Explain all "Yes" boxes below

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

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

Explanation	Mandated Services: Oregon Revised Statutes Section 401 requires the County to have an emergency management program, Emergency Operations Plan (EOP), and Emergency Operations Center (EOC) and a staff trained to manage critical incident tasks during an emergency or major incident. Grant Funding: The Emergency Management Performance Grant (EMPG) for FY23 is anticipated to provide approximately \$125,000 to offset salaries for Clackamas County Disaster Management Program staff. The EMPG renews annually, has a 50% match requirement, and has been steadily decreasing. In order to get federal funding for federally declared events and mitigation dollars the program must also adhere to the federal Stafford Act.
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230101-Disaster Management
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,645,404	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,025,917	785,756	205,100	231,548	130,600	(74,500)	-36%
Charges, Fees, License, Permits, Fines, Assessments	56,994	19,905	-	7,807	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	13,589	145,041	30,000	12,302	-	(30,000)	-100%
Other Interfund Transfers	626,210	-	-	-	-	-	-
General Fund Support	-	1,514,122	2,423,301	2,267,133	1,831,930	(591,371)	-24%
Operating Revenue	1,722,710	2,464,824	2,658,401	2,518,790	1,962,530	(695,871)	-26%
Total Revenue	3,368,114	2,464,824	2,658,401	2,518,790	1,962,530	(695,871)	-26%
Personnel Services	1,118,433	1,019,273	1,596,233	1,397,940	1,554,443	(41,790)	-3%
Materials and Services	648,088	574,656	1,022,168	910,850	408,087	(614,081)	-60%
Capital Outlay	412,406	47,143	-	170,000	-	-	-
Operating Expense	2,178,927	1,641,071	2,618,401	2,478,790	1,962,530	(655,871)	-25%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	174,115	40,000	40,000	-	(40,000)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,178,927	1,815,186	2,658,401	2,518,790	1,962,530	(695,871)	-26%
Revenues Less Expenses	1,189,188	649,638	-	-	-		

Notes:

Reductions to for budget target, increased cost allocation, and grant decrease. Significant reductions to Training & Development, Travel Costs, Professional Services, and Program Materials & Supplies



Medical Examiner

Medical Examiner's Office

Purpose Statement

The purpose of the Medical Examiner's Office Program is to provide death investigation services to decedents, their families, and the medical and legal communities so they can receive answers and information they need to take appropriate action as necessary and enable them to move forward.

Performance Narrative Statement

The Medical Examiner's Office Program proposes a \$1,198,118 budget. These resources will provide approximately 366 on-scene death investigations and 834 legally reportable limited investigations death documentations. Achieving these results will provide medicolegal death investigations services to decedents, their families, and the medical and legal communities so they can receive answers.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as 12/31/22	FY 23-24 Target
Result	% of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted.	5%	5%	4%	3%	4%
Result	% of the conducted Quality Assurance Reviews demonstrated to have no exceptions or non-compliance with protocols and established professional standards.	85%	85%	95%	98%	95%
Result	Total Number of Medical Examiner Cases	1241*	1326*	1,200	663	1,200
	Number of On-Scene Investigations	341*	394*	366	223	366
	Number of Reportable - Limited Investigations	904*	932*	834	440	834

*Calendar Year

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation Mandated Services: Oregon Revised Statutes Section 146 states that each county shall have a medical examiner function for the purpose of investigating and certifying the cause and manner of deaths requiring investigation.



230102-Medical Examiner's Office

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	55,311	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	36,640	17,998	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	839,657	-	-	-	-	-	-
General Fund Support	-	993,182	1,214,513	1,214,513	1,198,118	(16,395)	-1%
Operating Revenue	876,297	1,011,180	1,214,513	1,214,513	1,198,118	(16,395)	-1%
Total Revenue	931,608	1,011,180	1,214,513	1,214,513	1,198,118	(16,395)	-1%
Personnel Services	739,399	828,456	959,053	957,553	986,956	27,903	3%
Materials and Services	147,362	178,665	200,460	201,960	211,162	10,702	5%
Capital Outlay	-	-	55,000	55,000	-	(55,000)	-100%
Operating Expense	886,761	1,007,121	1,214,513	1,214,513	1,198,118	(16,395)	-1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	886,761	1,007,121	1,214,513	1,214,513	1,198,118	(16,395)	-1%
Revenues Less Expenses	44,846	4,060	-	-	-		

Notes:

No significant changes. Reductions made to meet budget target.



Disaster Management

Disaster Activation

Purpose Statement

The purpose of the Disaster Management Activation Program is for coordination of County response to EOC activations for undeclared disasters and for all local, state and federal disaster declarations. The coordination includes all residents, businesses, visitors, and community members in Clackamas County, including their family pets and livestock (Federal Stafford Act). The Emergency Operations Center (EOC) works towards equitable access to resources to aid in a quick recovery.

Performance Narrative Statement

The Disaster Activation Program proposes a \$15,000 budget. These resources will provide coordination and integration of emergency response and recovery efforts for the community members of Clackamas County.

Key Performance Measures

		FY 20-21 Actuals	FY 21-22 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Output	Number of Animals sheltered during an event ¹	748	N/A	N/A	142	UNK
Output	Number of RV's and families Sheltered by Clackamas County during an event ²	2,284	N/A	N/A	6	UNK
Output	During an event activation, number of Messaging (PIO) released on social media platforms, hits to posts, and other avenues of reaching the community. ³	546,208	397,819	N/A	123,607	UNK
Output	Reportable Staff time dedicated to disaster event establishing shelters, delivering messaging, fulfilling resources requests and providing resources to residents. ⁴	25,134	953	N/A	1819	UNK
Output	Percentage of calls answered at the Public Inquiry Center (PIC) to the number of callers sent to the Public Inquiry line during an event. ⁵	5,075	891	N/A	UNK	UNK

¹ FY 20-21 number reflects animals housed during Fire event in September 2020 wildfires. FY 22-23 numbers are from Mclver Fire.

² FY 20-21 number reflects response to September 2020 wildfires. Public, Private, and Faith Based Organization counts are estimates based on multiple point in time counts. The number in the chart reflects the best estimate of overall occupancy at that site during shelter operations. Red Cross statistics for non-congregate shelter are approximate. Counts were consolidated for the entire incident. A best guess is parsed out for Clackamas County. Mclver State Park is not included here. Evacuees are included in the Seventh-day Adventists HQ count. FY 22-23 numbers are from Mclver Fire.

³ FY 20-21 Numbers include 544,708 page views by citizens and 1500 social media posts produced by PIO Staff. FY 21-22 Numbers include 380,531 page views and 17,188 engagements by citizens, as well as 100 social media posts produced by PIO Staff. FY 22-23 numbers include 19 published social media posts using Twitter and Facebook; 124,918 impressions; 7,165 engagements and 505 post links.

⁴ For FY 20-21 Staff time is from overall county staff that reported codes 00132 (18,538.27 hrs.) and 00140 (6595.40 hrs.) on their timesheets. For FY 21-22 Staff time is from Disaster Management staff working in the EOC. FY 22/23 1,377 total hours of staff time worked for COVID-19 response and 442 hours of staff over time (OT) worked for the Mclver Fire.

⁵ We are unable to provide the percentage of calls answered due to data collection system constraints. For FY 20-21 During the wildland fire events the phone lines were overwhelmed, with callers. This is supported by the fact that 2,910 of these calls were received during September and October. For FY 21-22 The numbers of calls have been related to COVID topics. For FY 22-23 211 managed calls from Clackamas community members through direct support from the State.

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation Mandated Services: Oregon Revised Statutes Section 401 requires the County to have an emergency management program, Emergency Operations Plan (EOP), and Emergency Operations Center (EOC) and a staff trained to manage critical incident tasks during an emergency or major incident. The Federal Stafford Act applies to all federally declared events.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	(478)	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,457,811	459,814	355,000	124,310	-	(355,000)	-100%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,000	-	146,104	-	-	(146,104)	-100%
Other Interfund Transfers	3,191	-	-	-	-	-	-
General Fund Support	-	19,162	20,000	20,000	15,000	(5,000)	-25%
Operating Revenue	1,463,002	478,976	521,104	144,310	15,000	(506,104)	-97%
Total Revenue	1,462,524	478,976	521,104	144,310	15,000	(506,104)	-97%
Personnel Services	257,351	288,021	501,104	140,812	-	(501,104)	-100%
Materials and Services	1,115,002	80,561	20,000	3,498	15,000	(5,000)	-25%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,372,353	368,583	521,104	144,310	15,000	(506,104)	-97%
Debt Service	-	-	-	-	-	-	-
Special Payments	531,875	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,904,228	368,583	521,104	144,310	15,000	(506,104)	-97%
Revenues Less Expenses	(441,704)	110,394	-	-	-		

Notes:
 No significant changes



230104-Disaster Management Grants
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	423,844	573,844	573,844	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	126,662	274,772	597,243	470,581	372%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	25,000	-	-	-
Operating Revenue	-	-	126,662	299,772	597,243	470,581	372%
Total Revenue	-	-	126,662	723,616	1,171,087	1,044,425	825%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	126,662	149,772	447,243	320,581	253%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	126,662	149,772	447,243	320,581	253%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	723,844	723,844	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	126,662	149,772	1,171,087	1,044,425	825%
Revenues Less Expenses	-	-	-	573,844	-		

Notes:
 Additional grant projects



District Attorney

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
Office of the District Attorney	We have implemented technology upgrades to help improve our new increased focus on customer service. These include the Office 365 Roll-Out, law enforcement External View of our case management information, anticipated integration of Mark 43 and our case management system, and the procurement of a 5-year contract with Axon Digital Evidence for storage and distribution of our increased volume of digital evidence (from body and dash cams) from state and local law enforcement agencies.
Pre-Charging Assistance	DDAs received 755 phone calls outside normal business hours regarding homicides and other criminal activity in the County.
Policy, Performance & Partnerships	Actively participated in public safety discussions with the public, related partners, and legislators on proposed policy changes to address crime, protect vulnerable populations, and provide services to crime victims. Also implemented SB 48, the Pretrial Release Bill that passed in 2022, directing the district attorney to make reasonable efforts to inform victim of time and place of appearance; as well as develop information concerning release when defendant is charged with certain offenses.
Justice & Public Safety	Continued on-going initiatives to improve and expand service and communication among stakeholder groups. This includes developing and implementing a county-wide protocols for officer involved shootings, domestic violence investigations, and human trafficking; provided training for local law enforcement agencies and other community partners; managed COVID based case backlog, and designing trauma informed website which allows access to live dockets.
Family Support	Implemented Community Court Program for Family Support cases with obligated parents in need of community supports.
Victim Assistance	For calendar year 2022, Victim Advocates responded to a total of 139 sexual assault (105) and domestic violence (34) victims in hospitals providing immediate support, referrals to resources, and advocacy.

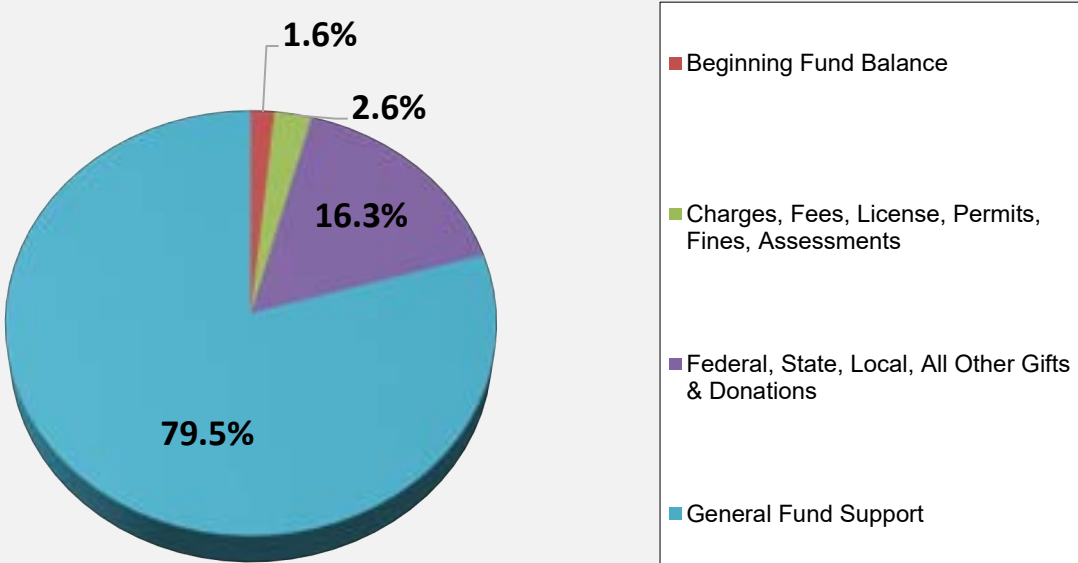
Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Victim Assistance	Number of available victims notified of their rights within 5 days of arraignment.	1,956	2,900	1,525	1,700
Family Support	Current Collections Total (Based on Federal FY Oct 1 – Sept 30)	17.9 M	17.4 M	15.6 M	15.5 M
Business Administration	Average number of months between vacancy and hire date	2.8	2.0	3.1	3.0
Public Safety and Prosecution	Percentage of Officer Involved Shooting investigations led by the Clackamas County Major Crimes Team.	60%	100%	100%	100%

Program Profiles: FY23-24 Summary

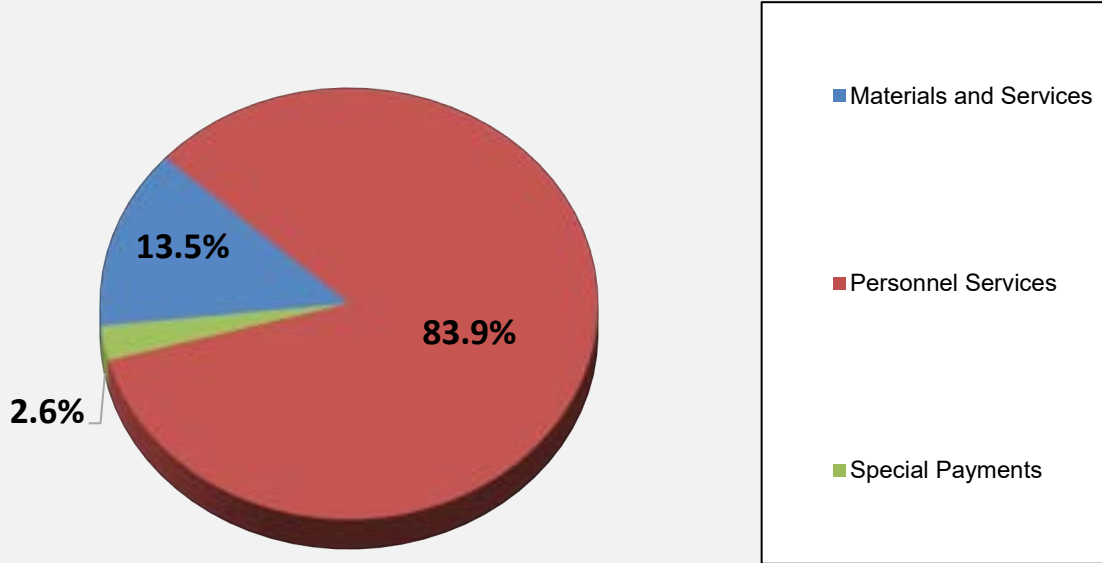
Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	%County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/ Improve
District Attorney's Office	Business Administration	Ensure Healthy, Safe, & Secure Communities	\$1,995,079	99.5%	0.5%	None	100.0%	Meet
	Office of the District Attorney	Ensure Healthy, Safe, & Secure Communities	\$2,416,348	100.0%	0.0%	Fed & State	100.0%	Meet
	Policy, Performance, & Partnerships	Ensure Healthy, Safe, & Secure Communities	\$316,575	100.0%	0.0%	None	100.0%	Meet
Family Support	Child Support Enforcement	Ensure Healthy, Safe, & Secure Communities	\$2,206,795	20.0%	0.0%	Fed & State	100.0%	Meet (Below Target, but beating State Avg)
Justice & Public Safety	Adult & Juvenile Criminal Pros. & Case Resolution	Ensure Healthy, Safe, & Secure Communities	\$6,848,264	100.0%	0.0%	Fed & State	100.0%	Meet
	Adult & Juvenile Criminal Pros. & Case Resolution Support	Ensure Healthy, Safe, & Secure Communities	\$2,122,226	82.3%	0.0%	Fed & State	100.0%	Meet
	Operation Development & Innovation	Ensure Healthy, Safe, & Secure Communities	\$358,489	100.0%	0.0%	None	100.0%	Meet
	Post-Adjudication	Ensure Healthy, Safe, & Secure Communities	\$7,000	100.0%	0.0%	Fed & State	100.0%	Meet
	Pre-Charging	Ensure Healthy, Safe, & Secure Communities	\$159,847	100.0%	0.0%	Fed & State	100.0%	Meet
Victim & Support Services	Victim Assistance	Ensure Healthy, Safe, & Secure Communities	\$2,173,496	36.9%	0.0%	Fed & State	76.1%	Meet

FY23-24 Revenue and Expenses

Revenues



Expenses





District Attorney (24)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA* (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
District Attorney's Office	Business Administration	1,995,079	-	1,995,079	1,983,977	3.0	
District Attorney's Office	Office of the District Attorney	2,416,348		2,416,348	2,416,348	12.4	
District Attorney's Office	Policy, Performance & Partnerships	316,575		316,575	316,575	2.0	
Family Support	Child Support Enforcement	2,206,795	-	2,206,795	441,105	13.4	
Justice & Public Safety	Adult & Juvenile Criminal Prosecution & Case Resolution	6,848,264		6,848,264	6,558,990	31.0	
Justice & Public Safety	Adult & Juvenile Criminal Prosecution & Case Resolution Support	2,122,226		2,122,226	1,745,836	19.0	
Justice & Public Safety	Operational Development & Innovation	358,489		358,489	358,489	2.0	
Justice & Public Safety	Post-Adjudication	7,000		7,000	7,000	0.0	
Justice & Public Safety	Pre-Charging Assistance	159,847		159,847	159,847	0.0	
Victim & Support Services	Victim Assistance	2,173,496	-	2,173,496	801,624	11.0	
TOTAL		18,604,119	-	18,604,119	14,789,791	93.7	
		FY 22-23 Budget (Amended)	17,239,035	-	17,239,035	13,958,241	90.7
		\$ Increase (Decrease)	1,365,084	-	1,365,084	831,550	3.0
		% Increase (Decrease)	7.9%	-	7.9%	6.0%	3.3%

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

**24-District Attorney (DA) / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	606,553	11,102	11,102	11,102	300,376	289,274	2606%
Federal, State, Local, All Other Gifts & Donations	2,560,708	2,834,958	2,899,661	2,906,360	3,038,419	138,758	5%
Charges, Fees, License, Permits, Fines, Assessments	259,580	358,461	370,031	385,000	475,533	105,502	29%
All Other Revenue Resources	(7,282)	4	-	95	-	-	-
Other Interfund Transfers	11,262,091	-	-	-	-	-	-
General Fund Support	-	11,803,701	13,958,241	13,958,241	14,789,791	831,550	6%
Operating Revenue	14,075,097	14,997,123	17,227,933	17,249,696	18,303,743	1,075,810	6%
Total Revenue	14,681,650	15,008,225	17,239,035	17,260,798	18,604,119	1,365,084	8%
Personnel Services	12,337,814	12,689,324	14,472,707	14,045,957	15,615,890	1,143,183	8%
Materials and Services	1,907,550	2,128,833	2,285,825	2,433,965	2,507,729	221,904	10%
Operating Expenditure	14,245,364	14,818,156	16,758,532	16,479,922	18,123,619	1,365,087	8%
Special Payments	500,000	480,500	480,500	480,500	480,500	-	0%
Transfers	19,000	-	-	-	-	-	-
Total Expense	14,764,364	15,298,656	17,239,032	16,960,422	18,604,119	1,365,087	8%
Revenues Less Expenses	(82,714)	(290,431)	-	300,376	-		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

24-District Attorney (DA) / 230-Special Grants Fund Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	228,548	-	-	-	-	-
Operating Revenue	-	228,548	-	-	-	-	-
Total Revenue	-	228,548	-	-	-	-	-
Personnel Services	-	228,548	-	-	-	-	-
Operating Expenditure	-	228,548	-	-	-	-	-
Total Expense	-	228,548	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-		

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

Significant Policy and/or Financial Issues

Description	Impact
<p>We had a maximum of 11 vacant position during 2022 and are currently completing the hiring process to get 10 of those positions filled by June 2023. When we are fully staffed with our current vacancies, we will be within 3 positions of meeting our right-sizing project that we began in 2021. These other 3 positions will be filled in summer of 2023. The addition of new positions/employees will help level out the work loads for all our employees.</p>	<p>Unnecessary stress added to employees, loss of efficiency, reduced services to crime victims.</p>
<p>Our “Uncontrollable” Personnel costs (Wages, All Fringe, and Work Comp) are budgeted to increase by \$1.2 million and our Allocated Costs are increasing by \$232,000. While our General Fund revenue only increased by \$814,114. But we were still able to submit a balanced budget as we will be able to retain our Unassigned Fund Balance of \$289,274, project an increase in our “outside’ revenue by \$244,260 and lower our Materials & Services expenses by almost \$85,000.</p>	<p>We may need to use “vacancy savings” during FY 23-24 to help lower our overall actual expenses in the new fiscal year to help us complete the year with a balanced ledger. As, we are adding 3 new (final) positions to help right-size our office. This solution is only temporary as in the future, we will need to find a way to keep our budget balanced without reducing services to the public for Public Safety.</p>
<p>Dramatic increase in commutations, expungements and <u>Ramos</u> returns as an unfunded mandates.</p>	<p>Dramatic burden on staff workloads, review time and time for basic prosecutorial functions.</p>
<p>Countywide rollout of body cams.</p>	<p>Dramatic burden on staff workloads, review time and time for other prosecutorial functions.</p>
<p>Dramatic increase in public records requests</p>	<p>Dramatic burden on staff workloads, review time and time for basic prosecutorial functions.</p>

End of Presentation

Thank You



District Attorney (24)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA* (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
District Attorney's Office	Business Administration	1,995,079	-	1,995,079	1,983,977	3.0
District Attorney's Office	Office of the District Attorney	2,416,348		2,416,348	2,416,348	12.4
District Attorney's Office	Policy, Performance & Partnerships	316,575		316,575	316,575	2.0
Family Support	Child Support Enforcement	2,206,795	-	2,206,795	441,105	13.4
Justice & Public Safety	Adult & Juvenile Criminal Prosecution & Case Resolution	6,848,264		6,848,264	6,558,990	31.0
Justice & Public Safety	Adult & Juvenile Criminal Prosecution & Case Resolution Support	2,122,226		2,122,226	1,745,836	19.0
Justice & Public Safety	Operational Development & Innovation	358,489		358,489	358,489	2.0
Justice & Public Safety	Post-Adjudication	7,000		7,000	7,000	0.0
Justice & Public Safety	Pre-Charging Assistance	159,847		159,847	159,847	0.0
Victim & Support Services	Victim Assistance	2,173,496	-	2,173,496	801,624	11.0
TOTAL		18,604,119	-	18,604,119	14,789,791	93.7
<i>FY 22-23 Budget (Amended)</i>		17,239,035	-	17,239,035	13,958,241	90.7
<i>\$ Increase (Decrease)</i>		1,365,084	-	1,365,084	831,550	3.0
<i>% Increase (Decrease)</i>		7.9%	-	7.9%	6.0%	3.3%

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



District Attorney's Office

District Attorney's Office

Purpose Statement

The purpose of the District Attorney Line of Business is to build and lead a highly effective environment, so employees and agency partners excel at providing direct services to the public, victims, offenders, and partner agencies. Additionally, we advocate for policy and laws that are in the best interest of the public and our communities.

Performance Narrative Statement

As members of Oregon District Attorney's Association, we are very active in reviewing, editing, and testifying regarding numerous bills addressing the criminal justice system, including a bill designed to close a loophole in Oregon's sexual assault statutes, fully funding victim assistance units in DAs' offices and preventing the erosion of mandatory minimum sentences. We focused on technology improvements to increase up time (access) to prosecution information and to gain efficiency by moving a portion of the criminal prosecution data to the cloud to protect critical information and improve accessibility (up time) required for providing services daily and continuity of operations. We remain dedicated to pursuing top talent through a difficult market in our efforts to meet workload demands and provide high quality and timely services to victims, the public and offenders.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	Number of technology tickets submitted for assistance needed from County Tech Services and PbK (our Case Manager System)	1,091	686	104	332	400
Result	Avg number of months between vacancy and hire date	5.9	2.8	2.0	3.1	3.0

Program includes:

Mandated Service Y

Shared Services Y

Grant Funding N

Explanation

Pursuant to ORS 8.650 the District Attorney in each county is the public prosecutor and has authority to appear and prosecute violations of city ordinances and laws on behalf of the state of Oregon.

Public Safety - District Attorney



240101-Business Administration
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	571,197	11,102	11,102	11,102	11,102	-	0%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	26,301	151,064	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	194,865	4,669	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	(7,282)	-	-	-	-	-	-
Other Interfund Transfers	10,646,027	-	-	-	-	-	-
General Fund Support	-	5,318,944	2,159,488	3,016,134	1,983,977	(175,511)	-8%
Operating Revenue	10,859,911	5,474,677	2,159,488	3,016,134	1,983,977	(175,511)	-8%
Total Revenue	11,431,107	5,485,779	2,170,590	3,027,236	1,995,079	(175,511)	-8%
Personnel Services	9,523,502	2,702,394	629,129	1,090,200	296,651	(332,478)	-53%
Materials and Services	1,361,865	1,141,594	1,541,460	1,636,660	1,698,427	156,967	10%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	10,885,368	3,843,989	2,170,589	2,726,860	1,995,079	(175,510)	-8%
Debt Service	-	-	-	-	-	-	-
Special Payments	80,000	-	-	-	-	-	-
Transfers	19,000	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	10,984,368	3,843,989	2,170,589	2,726,860	1,995,079	(175,510)	-8%
Revenues Less Expenses	446,740	1,641,790	-	300,376	-		

Notes:
 We advocate for policy and laws that are in the best interest of the public and our communities.



240102-Office of the District Attorney

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	618	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	4	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	331,321	958,821	542,000	2,416,348	1,457,527	152%
Operating Revenue	-	331,943	958,821	542,000	2,416,348	1,457,527	152%
Total Revenue	-	331,943	958,821	542,000	2,416,348	1,457,527	152%
Personnel Services	-	88,939	958,820	542,000	2,390,348	1,431,528	149%
Materials and Services	-	241,766	-	-	26,000	26,000	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	330,705	958,820	542,000	2,416,348	1,457,528	152%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	330,705	958,820	542,000	2,416,348	1,457,528	152%
Revenues Less Expenses	-	1,238	-	-	-	-	-

Notes:
 The purpose of the District Attorney Line of Business is to build and lead a highly effective environment, so employees and agency partners excel at providing direct services to the public, victims, offenders, and partner agencies.



240103-Policy, Performance & Partnerships
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	96,280	458,425	501,000	316,575	(141,850)	-31%
Operating Revenue	-	96,280	458,425	501,000	316,575	(141,850)	-31%
Total Revenue	-	96,280	458,425	501,000	316,575	(141,850)	-31%
Personnel Services	-	96,280	458,425	501,000	316,575	(141,850)	-31%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	96,280	458,425	501,000	316,575	(141,850)	-31%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	96,280	458,425	501,000	316,575	(141,850)	-31%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 We advocate for policy and laws that are in the best interest of the public and our communities.



Family Support

Child Support Enforcement

Purpose Statement

The purpose of the Child Support Program is to provide services to establish, modify, and enforce child support so that children in the community receive the resources necessary to thrive.

Performance Narrative Statement

The Clackamas County Family Support Enforcement Office (“Family Support Office”) continues to be one of the top three counties in the State of Oregon for percentage of current support collected and distributed. For the Federal Fiscal Year ending 9/20/23, the Family Support Office will have a Total Unweighted Collections of \$21.8 million and Weighted Collections of \$24.0 million to distribute to children and families. The office has also collected 79.96% of current support due as compared to the 55.82% collected by the Department of Child Support. Further, for every dollar spent by the Family Support Office, \$11.33 is collected for children and families. As a result of our successful collection efforts on behalf of families and children, we estimate we will receive \$119,529 in federal incentive money. This fiscal year the Family Support Office will focus on strengthening our results in the Federal Performance Measures, including current and arrears collections.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22 (only 1/4 of Yr.)	FY 23-24 Target
Result	Collections - Percentage of Current Support Collected (Based on Fed FY Oct 1 - Sept 30)	81.0%	80.4%	80.0%	80.0%	79.5%
Result	Current Collections Total (Based on Fed FY Oct 1 - Sept 30)	17.9 M	15.4 M	17.4 M	3.9 M	15.5 M
Result	Arrears Collections Total (Based on Fed FY Oct 1 - Sept 30)	4.3 M	3.1 M	3.9 M	800,000	3.0 M
Result	Federal Performance Incentives - Federal rewards for operating an effective and efficient child support program	\$112,748	\$100,263	\$96,000	\$119,529	\$115,000

Program includes:

Mandated Service Y

Shared Services Y

Grant Funding Y

Funding is a complex mathematical formula see federal guidelines.



240202-Child Support Enforcement
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	35,356	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,484,302	1,511,100	1,672,932	1,616,515	1,765,690	92,758	6%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	95	-	-	-
Other Interfund Transfers	87,503	-	-	-	-	-	-
General Fund Support	-	432,159	403,694	368,620	441,105	37,411	9%
Operating Revenue	1,571,805	1,943,259	2,076,626	1,985,230	2,206,795	130,169	6%
Total Revenue	1,607,161	1,943,259	2,076,626	1,985,230	2,206,795	130,169	6%
Personnel Services	1,709,676	1,674,882	1,782,565	1,687,950	1,875,808	93,243	5%
Materials and Services	280,207	308,740	294,060	297,280	330,987	36,927	13%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,989,883	1,983,622	2,076,625	1,985,230	2,206,795	130,170	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,989,883	1,983,622	2,076,625	1,985,230	2,206,795	130,170	6%
Revenues Less Expenses	(382,722)	(40,363)	-	-	-		

Notes:

The purpose of the Child Support Program is to provide services to establish, modify, and enforce child support so that children in the community receive the resources necessary to thrive.



Adult & Juvenile Criminal Prosecution & Case Resolution & Support

Purpose Statement

The purpose of the Justice & Public Safety Line of Business is to provide leadership, accountability, and high-quality service in a fair and just manner, so that those who live, work, and play in Clackamas County can enjoy a safe and livable community.

Performance Narrative Statement

The District Attorney's Office has a very important partnership with law enforcement, but we are separate entities with different duties and responsibilities. Local law enforcement agencies are responsible for investigating allegations of criminal conduct. The duration and intensity of those investigations depend on the type of crime being investigated.

Once the investigation is complete, the law enforcement agency submits the case to the District Attorney's Office for review. The type of crime that is alleged will determine which prosecution team, will handle the case. To provide better continuity and service to victims, every prosecutor in the Clackamas County District Attorney's handles their assigned cases from the charging stage through to the cases' conclusion. Vertical prosecution has shown to improve conviction rates, reduce victim trauma, and provide more consistent, appropriate sentencing.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	Total cases referred and charged	Ref: 7,840 Filed: 5,833	Ref: 8,082 Filed: 5,833	NEW	Ref: 4,379 Filed: 2,968	Ref: 8,800 Filed: 5,720
Result	Total cases resolved by Case Manager	2,066	1,987	NEW	1,206	2,500

Program includes:

Mandated Service Y

Shared Services Y

Grant Funding N

Explanation

Other significant policy and financial issues related to our prosecution and support for criminal cases include changes to the Expungements Laws, Adoption of a new Retention Policy, and the advent of Body Cam Roll Outs from all law enforcement agencies.



240302-Adult & Juvenile Criminal Prosecution & Case Resolution

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	289,274	289,274	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	2,780,238	3,645,948	3,484,300	6,558,990	2,913,042	80%
Operating Revenue	-	2,780,238	3,645,948	3,484,300	6,558,990	2,913,042	80%
Total Revenue	-	2,780,238	3,645,948	3,484,300	6,848,264	3,202,316	88%
Personnel Services	-	4,800,988	3,565,948	3,364,300	6,760,735	3,194,787	90%
Materials and Services	-	84,252	80,000	120,000	87,529	7,529	9%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	4,885,240	3,645,948	3,484,300	6,848,264	3,202,316	88%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	4,885,240	3,645,948	3,484,300	6,848,264	3,202,316	88%
Revenues Less Expenses	-	(2,105,002)	-	-	-	-	-

Notes:
 The Clackamas County District Attorney's Office serves more than 420,000 people in the third-largest county in the state of Oregon. Our top priority is to seek justice for crime victims and to ensure a safe community for all who live, work and play in Clackamas County.



240303-Adult & Juvenile Criminal Prosecution & Case Resolution Support

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	317,360	230,000	330,000	376,390	146,390	64%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	1,540,306	2,367,988	2,081,625	1,745,836	(622,152)	-26%
Operating Revenue	-	1,857,666	2,597,988	2,411,625	2,122,226	(475,762)	-18%
Total Revenue	-	1,857,666	2,597,988	2,411,625	2,122,226	(475,762)	-18%
Personnel Services	-	1,724,739	2,532,488	2,365,000	2,122,226	(410,262)	-16%
Materials and Services	-	46,457	65,500	46,625	-	(65,500)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	1,771,196	2,597,988	2,411,625	2,122,226	(475,762)	-18%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	1,771,196	2,597,988	2,411,625	2,122,226	(475,762)	-18%
Revenues Less Expenses	-	86,469	-	-	-		

Notes:
 The Clackamas County District Attorney's Office serves more than 420,000 people in the third-largest county in the state of Oregon. Our top priority is to seek justice for crime victims and to ensure a safe community for all who live, work and play in Clackamas County.



240304-Operational Development & Innovation
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	233,334	1,168,876	1,124,800	358,489	(810,387)	-69%
Operating Revenue	-	233,334	1,168,876	1,124,800	358,489	(810,387)	-69%
Total Revenue	-	233,334	1,168,876	1,124,800	358,489	(810,387)	-69%
Personnel Services	-	233,286	1,168,876	1,124,800	358,489	(810,387)	-69%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	233,286	1,168,876	1,124,800	358,489	(810,387)	-69%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	233,286	1,168,876	1,124,800	358,489	(810,387)	-69%
Revenues Less Expenses	-	48	-	-	-	-	-

Notes:
 We advocate for policy and laws that are in the best interest of the public and our communities.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	158,147	787,897	784,900	7,000	(780,897)	-99%
Operating Revenue	-	158,147	787,897	784,900	7,000	(780,897)	-99%
Total Revenue	-	158,147	787,897	784,900	7,000	(780,897)	-99%
Personnel Services	-	158,147	787,898	784,900	-	(787,898)	-100%
Materials and Services	-	-	-	-	7,000	7,000	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	158,147	787,898	784,900	7,000	(780,898)	-99%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	158,147	787,898	784,900	7,000	(780,898)	-99%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 The Clackamas County District Attorney's Office serves more than 420,000 people in the third-largest county in the state of Oregon. Our top priority is to seek justice for crime victims and to ensure a safe community for all who live, work and play in Clackamas County.



240306-Pre-Charging Assistance
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	322,189	1,310,485	1,378,150	159,847	(1,150,638)	-88%
Operating Revenue	-	322,189	1,310,485	1,378,150	159,847	(1,150,638)	-88%
Total Revenue	-	322,189	1,310,485	1,378,150	159,847	(1,150,638)	-88%
Personnel Services	-	270,147	1,300,485	1,363,150	99,847	(1,200,638)	-92%
Materials and Services	-	51,246	10,000	15,000	60,000	50,000	500%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	321,393	1,310,485	1,378,150	159,847	(1,150,638)	-88%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	321,393	1,310,485	1,378,150	159,847	(1,150,638)	-88%
Revenues Less Expenses	-	796	-	-	-	-	-

Notes:
 The Clackamas County District Attorney's Office serves more than 420,000 people in the third-largest county in the state of Oregon. Our top priority is to seek justice for crime victims and to ensure a safe community for all who live, work and play in Clackamas County.



Victim & Support Services

Victim Assistance

Purpose Statement

The purpose of the Victim Assistance Program is to provide comprehensive, collaborative advocacy, consultation, and victim rights services to crime victims and their families, so they can experience a meaningful role in the criminal justice process.

Performance Narrative Statement

The primary role of Victim Assistance is to provide crime victims support and information that enables them to understand and access the rights afforded them under the Oregon Constitution and the Oregon Revised Statutes.

In addition to this primary advocacy, Victim Assistance provides safety planning, resource referral and in person support to victims of all crimes at every stage of the criminal justice process. Victim Assistance is a collaborative partner with other agencies and programs within Clackamas County as well as in our region with the goal of minimizing barriers for victims of crime to access short and long term support and resources. The experience and knowledge of the Victim Assistance staff and volunteers is used to consult with prosecutors, law enforcement and other allied professionals to support a trauma informed response to victims of crime.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	Number of available victims notified of their rights within 5 days of arraignment	2,311	1,956	2,900	770	1,700
Result	Number of Victim Rights Request forms returned	702	1,028	1,160	472	1,000

Program includes:

Mandated Service Y

Shared Services Y

Grant Funding Y

Explanation

Under the Oregon Constitution (Art. 1 Section 42) the DA's Office is responsible for assisting victims of crime in asserting their rights in criminal cases. These rights include notice of court hearings, attending court hearings in person, making statements to the court for certain types of hearings, requesting restitution for monetary damages and other rights enumerated in the Oregon Constitution and Oregon Laws. The Victim Assistance Program within the District Attorney's Office has the primary function of providing notice of Victim Rights and assisting victims in requesting those rights.

As part of the District Attorney's Office, Victim Assistance provides shared services to victims of crime in Clackamas County.

Victim Assistance currently received the following grant funding:

- VOCA Non-Competitive Grant / no match requirement/ Expires 9/30/25
- CFA grant funds / no match requirement / Expires 9/30/25
- BCC/DV Grant / no match requirement / Expires 6/30/26
- OVW ICJR Grant / no match requirement / Expires 9/30/25



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,050,105	1,401,342	1,226,729	1,289,845	1,272,729	46,000	4%
Charges, Fees, License, Permits, Fines, Assessments	64,715	35,815	140,031	55,000	99,143	(40,888)	-29%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	528,561	-	-	-	-	-	-
General Fund Support	-	590,783	696,619	676,712	801,624	105,005	15%
Operating Revenue	1,643,381	2,027,940	2,063,379	2,021,557	2,173,496	110,117	5%
Total Revenue	1,643,381	2,027,940	2,063,379	2,021,557	2,173,496	110,117	5%
Personnel Services	1,104,636	1,168,071	1,288,073	1,222,657	1,395,210	107,137	8%
Materials and Services	265,477	254,777	294,805	318,400	297,786	2,981	1%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,370,113	1,422,847	1,582,878	1,541,057	1,692,996	110,118	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	420,000	480,500	480,500	480,500	480,500	-	0%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,790,113	1,903,347	2,063,378	2,021,557	2,173,496	110,118	5%
Revenues Less Expenses	(146,731)	124,593	-	-	-		

Notes:
 The primary role of Victim Assistance is to provide crime victims support and information that enables them to understand and access the rights afforded them under the Oregon Constitution and the Oregon Revised Statutes. We hope to have a Victim Portal set up on our website this year, for Victim's to acquire information related to their case.



Juvenile Department

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

DESCRIPTION

Launched Community Monitoring Program (CMP)

- Provides equitable alternatives to custody for youth via electronic monitoring and/or multiple weekly visits at home, school, and work, random contacts, check-in phone calls, and curfews by contracted provider.
- Fosters and strengthens connections of the participating CMP youth with their support systems and the community and reduces disconnection from school caused by detention.

Implemented Educational Advocacy Program (EAP):

- Educational Advocate works in partnership with the Juvenile Counselors, schools, youth, families, and other intersecting agencies to identify an appropriate support system that can assist youth in focusing on education and learning.
- The Educational Advocate and youth collaborate to create a customized strengths-based Personal Learning Plan to use as guide.
- Skills are built to overcome obstacles to educational success and to encourage youth to reach out for help.

Awarded Bureau of Land Management (BLM) Grant for Restitution Work Crew:

- Creates opportunities for our youth to gain valuable job skills, provide victim and community restoration, experience natural resource education, explore career pathways related to land conservation.
- Anticipated to be implemented in Summer 2023.

FY22-23 Major Accomplishments (Cont.)

DESCRIPTION
<p>Implementation of the Screen, Brief Intervention, Referral to Treatment/Services (SBIRT) Tool in JIAC (May 1, 2023):</p> <ul style="list-style-type: none"> • SBIRT is a self-administered, online, evidence-based, point in time screening tool for wellness including drug and alcohol use/abuse, suicidality, self-harm, and behavioral health concerns. • SBIRT not only identifies risk & needs, including immediate safety risks, but also surfaces a youth’s strengths & goals that help to provide a clearer picture of youth’s wellness. • Juvenile Intake & Assessment Center (JIAC) staff trained on the SBIRT in Winter 2023. • Law Enforcement brings youth to the Juvenile Intake & Assessment Center – administration of the SBIRT occurs during intake process. • Clackamas County Crisis & Support Team contacted for immediate safety concerns. • Upstream prevention tool and resource to combat M110 impacts and provide support to youth and families in getting connected to needed services.
<p>Alertus System Implementation to Support the Juvenile Department’s Workplace Violence Prevention Plan (WVPP):</p> <ul style="list-style-type: none"> • WVPP written, approved, and all Juvenile Department Staff trained. • Implementation Planning with TS regarding the Alertus system. • Alertus System installed, tested and activated October 2022.
<p>Preparing and Equipping Juvenile Department Staff to Save Lives:</p> <ul style="list-style-type: none"> • From July 2022 through January 2023, all staff have been trained in using Narcan and have been provided Narcan kits in partnership with the Clackamas County Public Health Division. • Narcan kits are located in the Juvenile Intake and Assessment Center (JIAC), department vehicles, and are accessible to all staff while working on site at the Juvenile Department. • Narcan training has been incorporated in the onboarding of all new Juvenile Department Employees.

Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Public Safety/ Assessment	95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs	95.20%	95%	95.67%	95%
Reformation/ Evaluation & Treatment	95% of youth on probation will have a case plan for services which addresses their individual risk and needs	100%	95%	100%	95%
Reformation/ Positive Youth Development	85% of youth will develop enhanced competencies and life skills by the time they are no longer on supervision	91.34%	85%	96.3%	85%
Accountability/ Supervision Services	95% of youth successfully complete their restitution obligation	83.72%	95%	88.60%	95%
	95% of youth are crime free a year after participation in a diversion in the juvenile justice system	92.40%	95%	95.70%	95%
	90% of youth are crime free a year after being on probation in the juvenile justice system	93.50%	90%	94.60%	90%
Accountability/ Victim Services	87% of juvenile property crime victims report they feel respected and informed by Juvenile Department Staff	90.62%	87%	100%	87%
Administration/ Office of the Director	98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system	98.86%	98%	98.51%	98%

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City/IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
FY 22-23 Program Structure:								
Accountability	Supervision Services Program	Ensure Healthy, Safe, & Secure Communities	N/A*	N/A*	N/A*	State	N/A*	75%
	Victim Services Program	Ensure Healthy, Safe, & Secure Communities	N/A*	N/A*	N/A*	State	N/A*	100%
Public Safety	Assessment Program	Ensure Healthy, Safe, & Secure Communities	N/A*	N/A*	N/A*	State	N/A*	100%
	Custody Services Program	Ensure Healthy, Safe, & Secure Communities	N/A*	N/A*	N/A*	State	N/A*	100%
Reformation	Evaluation & Treatment Program	Ensure Healthy, Safe, & Secure Communities	N/A*	N/A*	N/A*	State	N/A*	100%
	Positive Youth Development Program	Ensure Healthy, Safe, & Secure Communities	N/A*	N/A*	N/A*	State	N/A*	100%
Administration	Office of the Director	Ensure Healthy, Safe, & Secure Communities	\$783,304	100%	0.0%	State	98.3%	67%
	Policy, Performance & Research	Ensure Healthy, Safe, & Secure Communities	\$705,077	100%	0.0%	State	99.2%	100%

*For FY23-24 the department's programs were restructured. This program will be eliminated in FY23-24.

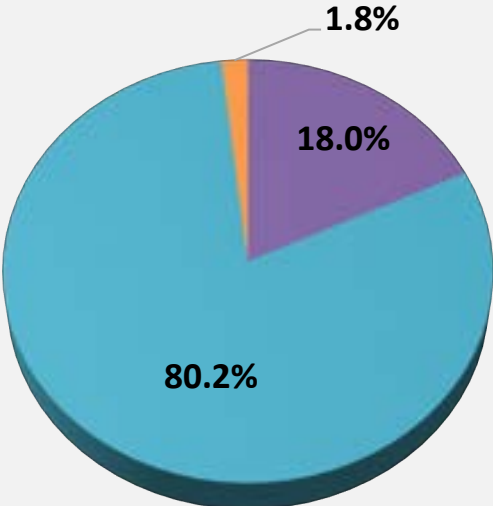
Program Profiles: FY23-24 Summary (Cont.)

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City/IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Accountability & Reformation	Court Supervision Services	Ensure Healthy, Safe, & Secure Communities	\$5,104,383	79.7%	16.9%	State	59.2%	N/A*
	Positive Youth Development	Ensure Healthy, Safe, & Secure Communities	\$924,455	95.3%	4.7%	State	83.7%	N/A*
Youth, Family, Stakeholder & Community Collaboration	Prevention, Early Intervention & Family Support	Ensure Healthy, Safe, & Secure Communities	\$1,285,542	40.3%	57.8%	State	44.6%	N/A*
	Juvenile Intake and Assessment Center	Ensure Healthy, Safe, & Secure Communities	\$2,208,587	85.2%	14.8%	State	78.9%	N/A*
Administration	Office of the Director	Ensure Healthy, Safe, & Secure Communities	\$783,304	100%	0.0%	State	98.3%	67%
	Policy, Performance & Research	Ensure Healthy, Safe, & Secure Communities	\$705,077	100%	0.0%	State	99.2%	100%

***For FY23-24, the department's programs were restructured. Measures for the new programs will be approved in FY23-24.**

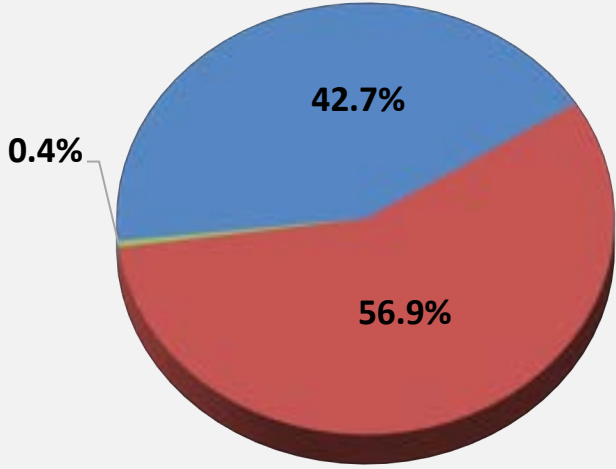
FY23-24 Revenue and Expenses

Revenues



- Charges, Fees, License, Permits, Fines, Assessments
- Federal, State, Local, All Other Gifts & Donations
- General Fund Support

Expenses



- Materials and Services
- Personnel Services
- Special Payments



Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support Included in Budget**	FY 23-24 Total FTE
Administration	Office of the Director	783,304	-	783,304	783,304	3.0
Administration	Policy, Performance & Research	705,077		705,077	702,583	3.4
Accountability & Reformation	Court Supervision Services	5,104,383		5,104,383	4,066,177	17.9
Accountability & Reformation	Victim Services	-		-	-	0.0
Accountability & Reformation	Positive Youth Development New	924,455		924,455	881,455	3.8
Public Safety	Assessment	-		-	-	0.0
Public Safety	Custody	-		-	-	0.0
Youth, Family, Stakeholder & Community Collaboration	Evaluation & Treatment	-		-	-	0.0
Youth, Family, Stakeholder & Community Collaboration	Positive Youth Development	-		-	-	0.0
Youth, Family, Stakeholder & Community Collaboration	Prevention, Early Intervention, & Family Support	1,285,542		1,285,542	518,211	2.6
Youth, Family, Stakeholder & Community Collaboration	Juvenile Intake and Assessment Center	2,208,587		2,208,587	1,881,024	8.3
		11,011,348	-	11,011,348	8,832,754	39.0
		FY 22-23 Budget (Amended)		11,868,877	9,789,438	42.0
		\$ Increase (Decrease)		-857,529	-956,684	-3.0
		% Increase (Decrease)		-7.2%	-9.8%	-7.1%

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

26-Juvenile Department / 100-General Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	1,925,886	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,633,989	1,463,201	1,916,521	1,590,824	1,977,565	61,044	3%
Charges, Fees, License, Permits, Fines, Assessments	1,265	14,879	4,524	4,524	2,494	(2,030)	-45%
All Other Revenue Resources	200	60	-	150	-	-	-
Other Interfund Transfers	8,014,815	164,686	158,394	383,387	198,535	40,141	25%
General Fund Support	-	6,807,342	9,789,438	9,564,445	8,832,754	(956,684)	-10%
Operating Revenue	9,650,269	8,450,168	11,868,877	11,543,330	11,011,348	(857,529)	-7%
Total Revenue	11,576,155	8,450,168	11,868,877	11,543,330	11,011,348	(857,529)	-7%
Personnel Services	5,731,498	5,173,346	6,535,164	5,449,349	6,260,455	(274,709)	-4%
Materials and Services	3,505,337	3,136,154	5,165,057	4,506,614	4,702,043	(463,014)	-9%
Operating Expenditure	9,236,835	8,309,500	11,700,221	9,955,963	10,962,498	(737,723)	-6%
Special Payments	45,362	46,764	168,656	48,850	48,850	(119,806)	-71%
Transfers	1,875,886	-	-	-	-	-	-
Total Expense	11,158,083	8,356,263	11,868,877	10,004,813	11,011,348	(857,529)	-7%
Revenues Less Expenses	418,072	93,905	-	1,538,517	-		

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

*General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.

**26-Juvenile Department / 230-Special Grants Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	91,845	-	-	-	-	-
Operating Revenue	-	91,845	-	-	-	-	-
Total Revenue	-	91,845	-	-	-	-	-
Personnel Services	-	91,845	-	-	-	-	-
Operating Expenditure	-	91,845	-	-	-	-	-
Total Expense	-	91,845	-	-	-	-	-

Revenues Less Expenses

- - - - -

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

Significant Policy and/or Financial Issues

Description	Impact
<p>Reduced the number of contracted daily juvenile detention beds from Multnomah County from 13 beds to 8 beds. The FY23-24 daily bed rate (\$477.01) increased 30% from the FY22-23 daily bed rate (\$367.04) and will increase an additional 14% for each of the following 2 fiscal years.</p>	<ul style="list-style-type: none"> • 38% reduction in capacity • FY24-25 daily bed rate = \$543.79 for a \$194,998 increase in annual cost • FY25-26 daily bed rate = \$619.92 for a \$222,300 increase in annual cost
<p>The youth-serving systems of the State of Oregon have not developed or maintained an appropriate level of youth-serving capacity to provide the appropriate level of services they are funded to provide, such as the necessary acute or residential capacity to serve these youth, so the “safe” place for many youth ends up being detention because there is nowhere else for them to go.</p> <p>These youth get classified as a risk to public safety because there is no available and appropriate level of behavioral health and/or substance use disorder residential placement available for them, when, many are manifesting behaviors that are directly caused by their unmet healthcare needs.</p> <p>County juvenile departments via their detention centers or the detention centers they contract for have become the de facto behavioral health “warehouse” for many youth, and juvenile departments are not funded for this by the State of Oregon.</p>	<ul style="list-style-type: none"> • County juvenile departments via their detention centers or the detention centers they contract for have become the de facto substance use disorder and behavioral health “warehouse” for many youth, and juvenile departments are not funded for this by the State of Oregon. • The number of youth in detention who can be described as having unmet needs from other youth-serving systems is not something we have tracked, but anecdotally it is estimated to vary from 20%-75% of the youth who are in detention on any given day. • In addition to the human cost and suffering, the current cost of keeping a Clackamas County Juvenile in a detention bed will rise to \$477.01 per day on July 1, 2023. The youth described in the above paragraph often have extended stays in detention. It is not uncommon for these youth to stay in detention for 30 days (or more), which would cost \$14,310.30 per youth.



Juvenile Department (26)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support Included in Budget**	FY 23-24 Total FTE		
Administration	Office of the Director	783,304	-	783,304	783,304	3.0		
Administration	Policy, Performance & Research	705,077		705,077	702,583	3.4		
Accountability & Reformation	Court Supervision Services	5,104,383		5,104,383	4,066,177	17.9		
Accountability & Reformation	Victim Services	-		-	-	0.0		
Accountability & Reformation	Positive Youth Development New	924,455		924,455	881,455	3.8		
Public Safety	Assessment	-		-	-	0.0		
Public Safety	Custody	-		-	-	0.0		
Youth, Family, Stakeholder & Community Collaboration	Evaluation & Treatment	-		-	-	0.0		
Youth, Family, Stakeholder & Community Collaboration	Positive Youth Development	-		-	-	0.0		
Youth, Family, Stakeholder & Community Collaboration	Prevention, Early Intervention, & Family Support	1,285,542		1,285,542	518,211	2.6		
Youth, Family, Stakeholder & Community Collaboration	Juvenile Intake and Assessment Center	2,208,587		2,208,587	1,881,024	8.3		
		11,011,348	-	11,011,348	8,832,754	39.0		
		FY 22-23 Budget (Amended)		11,868,877	-	11,868,877	9,789,438	42.0
		\$ Increase (Decrease)		-857,529	-	-857,529	-956,684	-3.0
		% Increase (Decrease)		-7.2%	-	-7.2%	-9.8%	-7.1%

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



Administration
Office of the Director

Purpose Statement

The purpose of the Office of the Director program is to provide strategic direction, leadership, resource management, administrative support, promote community engagement and collaboration, and continuous quality improvement services for the Juvenile Department so it can foster and sustain a high performance, responsive, and customer-focused culture and organization that contributes to community safety by effectively preventing and intervening in juvenile delinquency.

Performance Narrative Statement

The Juvenile Department works to hold youth involved with the Juvenile Justice System accountable, provide reformation opportunities, and promote public safety. The Director's Office program provides the Juvenile Department with the policy, program, fiscal and strategic direction to achieve its mission to provide equitable juvenile justice, family support, intervention, and reformation services to youth so they can repair harm to victims, experience positive change, and contribute to a safe, healthy, and secure community. The Director's Office program monitors the daily operations of an agency that promotes community safety through supervision and treatment resources to youth to address the underlying issues and problems that drive delinquency. It is the role of the Director's Office program to hold the Department accountable to county residents, the Board of County Commissioners and system partners. The Director's Office program oversees administrative functions that support our direct service work. The Administrative Services team provides fiscal management of our county, local, state, and federal funds. The Director's Office program works to enhance community engagement and create strategic and functional partnerships. It also provides leadership and direction in the areas of policy, performance, program evaluation, research, and the implementation of best practices.

For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	Juvenile recidivism is 19% or lower ₁	22.56%	19.08%	19.00%	24.60%	19.00%
Result	70% of identified Strategic Results were achieved	33.33%	77.78%	70.00%	77.77%	70.00%
Result	100% of employees receive a performance evaluation annually that aligns with the department's strategic plan	100.00%	88.00%	100.00%	96.29%	100.00%
Result	100% of employees receive at least 12 hours of training annually that support them in their roles in the Juvenile Department as well as their professional development	94.40%	100.00%	100.00%	100.00%	100.00%
Result	100% of employees receive at least 8 hours of "diversity, equity, and inclusion training" annually	63.90%	100.00%	100.00%	100.00%	100.00%
Result	98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system	99.36%	98.86%	98.00%	98.51%	98.00%

₁In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2021, but is tracked for the following Calendar Year of 2022, and then reported annually in March of the 2023. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2021), and no new data will be entered until March of year 2024 (and will represent results for youth closed in 2022).

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

Explanation **Mandated Services:** ORS 419A.010 Appointment of counselors and director; juvenile director oversight committee (1)(a) Subject to paragraph (b) of this subsection, the governing body of any county, after consultation with the judges of the juvenile court in that county, shall appoint or designate one or more persons of good moral character as counselors of the juvenile department of the county, to serve at the pleasure of and at a salary designated by the governing body of the county. **Shared Services** with the State as listed on Association of Counties chart.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	425,716	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	5,987	91,845	13,920	-	-	(13,920)	-100%
Charges, Fees, License, Permits, Fines, Assessments	-	4,572	4,524	4,524	-	(4,524)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	200	-	-	-	-	-	-
Other Interfund Transfers	2,102,997	17,499	-	-	-	-	-
General Fund Support	-	853,532	1,350,974	1,334,226	783,304	(567,670)	-42%
Operating Revenue	2,109,184	967,448	1,369,418	1,338,750	783,304	(586,114)	-43%
Total Revenue	2,534,900	967,448	1,369,418	1,338,750	783,304	(586,114)	-43%
Personnel Services	970,346	767,306	677,655	648,574	661,231	(16,424)	-2%
Materials and Services	183,673	199,568	576,916	401,730	122,073	(454,843)	-79%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,154,019	966,874	1,254,571	1,050,304	783,304	(471,267)	-38%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	1,875,886	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,029,905	966,874	1,254,571	1,050,304	783,304	(471,267)	-38%
Revenues Less Expenses	(495,005)	574	114,847	288,446	-		

Notes:



Administration

Policy, Performance & Research

Purpose Statement

The purpose of the Policy, Performance and Research Program is to provide strategic analysis, data reporting, planning, and comprehensive evaluation services to the Juvenile Department so it can measure the effectiveness of department programs, services, policies, operating procedures, and coordination of operational improvement projects and align its services with its mission and desired strategic results.

Performance Narrative Statement

The Policy, Performance and Research Program (PPRP) establishes criteria to identify and measure quality, effectiveness and compliance. It develops, recommends and tracks department performance measures and evaluates performance in relation to department goals and budget. The PPRP supports Department wide planning efforts by: providing recommendations on organizational improvement methods based on evidence based practices; proposing implementation options; developing and recommending methods to improve operations; and developing processes for systematic organizational improvement. PPRP staff prepare comprehensive reports and presentations, including submissions/reporting to outside agencies, department leadership and staff. Program staff lead and facilitate planning meetings with cross-functional and interdisciplinary teams to identify organizational and system improvements. The Policy, Performance and Research Program provides strategic analysis, planning and support to several key initiatives, both internal and multidisciplinary.

For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	100% of identified Strategic Results are measured and reported	100.00%	100.00%	100.00%	100.00%	100.00%
Result	100% of identified Performance Measures results are measured and reported	100.00%	100.00%	100.00%	100.00%	100.00%

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.

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

Explanation **Mandated Services:** ORS 419C.001 Purposes of juvenile justice system in delinquency cases; audits; (1) The Legislative Assembly declares that in delinquency cases, the purposes of the Oregon juvenile justice system from apprehension forward are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. The system is founded on the principles of personal responsibility, accountability and reformation within the context of public safety and restitution to the victims and to the community. The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior. The system shall be open and accountable to the people of Oregon and their elected representatives; (2)(a) Programs, policies and services shall be regularly and independently audited. Audits performed under this subsection must include program audits and performance audits, as defined in ORS 297.070. Programs, policies and services that were established before, on or after June 30, 1995, are subject to audit under this subsection; (b) The programs, policies and services of county juvenile departments shall be subject to regular review pursuant to this subsection. **Shared Services** with the State as listed on Association of Counties chart.



260102-Policy, Performance & Research
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	29,981	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	44,433	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,265	-	-	-	2,494	2,494	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	10	-	-	-	-	-
Other Interfund Transfers	332,444	-	-	-	-	-	-
General Fund Support	-	469,071	629,119	629,119	702,583	73,464	12%
Operating Revenue	378,141	469,081	629,119	629,119	705,077	75,958	12%
Total Revenue	408,123	469,081	629,119	629,119	705,077	75,958	12%
Personnel Services	308,876	379,790	541,626	386,258	582,915	41,289	8%
Materials and Services	68,008	89,352	87,492	93,759	122,162	34,670	40%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	376,884	469,142	629,118	480,017	705,077	75,959	12%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	376,884	469,142	629,118	480,017	705,077	75,959	12%
Revenues Less Expenses	31,238	(61)	-	149,102	-		

Notes:



Accountability & Reformation

Court Supervision Services

Purpose Statement

The purpose of the Supervision Services Program is to provide intervention, accountability, compliance monitoring, and support services to youth referred to the Department so they can understand the impact of their actions, repair harm, successfully complete supervision, and stop committing offenses.

Performance Narrative Statement

The Juvenile Department seeks to provide an appropriate level of intervention and supervision to youth who have cases pending in Juvenile Court, or those placed on formal court probation. The level of supervision youth receive is based on a variety of factors that includes a comprehensive assessment conducted by Juvenile Counselors, additional evaluation by community partners if deemed appropriate, followed by referrals to Juvenile Department programs and contracted services to develop interpersonal skills and increase awareness of their impact on their communities, or to community based treatment services. The Court Supervision Services Program ensures youth receive the appropriate level of supervision and case management while helping to develop natural supports that will continue beyond the involvement of the Juvenile Department. The Court Supervision Services Program conducts on-going assessment of risk and need and makes adjustments to services and interventions as appropriate.

For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	90% of youth are crime free a year after being on probation in the juvenile justice system,	88.61%	93.50%	90.00%	94.60%	90.00%
Result	95% of youth successfully complete their restitution obligation	83.78%	83.72%	95.00%	88.60%	95.00%
Result	95% of youth on probation will have a case plan for services which addresses their individual risk and needs	92.40%	100.00%	95.00%	100.00%	95.00%
Result	85% of identified youth successfully complete Sex Offense Specific Treatment	100.00%	100.00%	85.00%	100.00%	85.00%
Result	30% of youth have increased protective factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure	52.31%	40.90%	30.00%	39.10%	30.00%
Result	65% of youth have decreased risk factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure	67.69%	61.40%	65.00%	58.97%	65.00%

In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2021, but is tracked for the following Calendar Year of 2022, and then reported annually in March of 2023. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2021), and no new data will be entered until March of year 2024 (and will represent results for youth closed in 2022).

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

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

Explanation Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.230 Formal accountability agreements; when appropriate; consultation with victim. (1) A formal accountability agreement may be entered into when a youth has been referred to a county juvenile department, and a juvenile department counselor has probable cause to believe that the youth may be found to be within the jurisdiction of the juvenile court for one or more acts specified in ORS 419C.005; 419C.446 Probation; requirements. (1) When a court determines it would be in the best interest and welfare of a youth offender, the court may place the youth offender on probation. The court may direct that the youth offender remain in the legal custody of the youth offender's parents or other person with whom the youth offender is living, or the court may direct that the youth offender be placed in the legal custody of some relative or some person maintaining a foster home approved by the court, or in a child care center or a youth care center authorized to accept the youth offender; (2) The court may specify particular requirements to be observed during the probation consistent with recognized juvenile court practice, including but not limited to restrictions on visitation by the youth offender's parents, restrictions on the youth offender's associates, occupation and activities, restrictions on and requirements to be observed by the person having the youth offender's legal custody, requirements for visitation by and consultation with a juvenile counselor or other suitable counselor, requirements to make restitution under ORS 419C.450, requirements of a period of detention under ORS 419C.453, requirements to pay a fine under ORS 419C.459, requirements to pay a supervision fee under ORS 419C.449, requirements to perform community service under ORS 419C.462, or service for the victim under ORS 419C.465, or requirements to submit to blood or buccal testing under ORS 419C.473. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Ongoing Title IV-E funding through Oregon, Department of Human Services (no match required); Ongoing Medicaid Reimbursement through Oregon, Department of Human Services (match required); 2 Year Juvenile Crime Prevention (JCP) Basic funding through State of Oregon, Oregon Youth Authority (no match required); 2 Year Juvenile Crime Prevention (JCP) Diversion funding through State of Oregon, Oregon Youth Authority (no match required); 2 Year Individualized Services funding through State of Oregon, Oregon Youth Authority (no match required)



260202-Court Supervision Services

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	477,279	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	243,756	185,495	176,164	129,954	864,097	687,933	391%
Charges, Fees, License, Permits, Fines, Assessments	-	10,308	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	1,618,170	-	-	-	174,109	174,109	-
General Fund Support	-	1,751,457	2,308,105	2,308,105	4,066,177	1,758,072	76%
Operating Revenue	1,861,926	1,947,259	2,484,269	2,438,059	5,104,383	2,620,114	105%
Total Revenue	2,339,205	1,947,259	2,484,269	2,438,059	5,104,383	2,620,114	105%
Personnel Services	1,527,892	1,436,388	1,723,784	1,555,986	2,509,827	786,043	46%
Materials and Services	425,082	400,773	760,484	606,166	2,594,556	1,834,072	241%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,952,974	1,837,162	2,484,268	2,162,152	5,104,383	2,620,115	105%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,952,974	1,837,162	2,484,268	2,162,152	5,104,383	2,620,115	105%
Revenues Less Expenses	386,230	110,098	-	275,907	-		

Notes:



Accountability

Victim Services

Purpose Statement

The purpose of the Victim Services Program is to provide restorative engagement services to victims and youth, so victims can be notified of court proceedings, youth pay and victims receive court-ordered restitution, and both can feel respected throughout the process.

Performance Narrative Statement

The Victim Services Program is committed to responding effectively to the needs and concerns of community members who are the victims of crimes committed by juveniles. It is important that we understand what harm victims have experienced and how we can respond in ways that are helpful and meaningful to them. Our primary goal through the Victim Services Program is to reach out to crime victims in order to effectively respond to, and serve, their interests. Additionally, it is our intent to gain an understanding of the harm they have experienced and to have those impacts help shape how the youth is held accountable, both to them and to the community. These responses may include things like restitution, notifications of court proceedings, receiving a letter of responsibility, community service, and Restorative Dialogues (formerly known as Victim Offender Dialogues).

For FY23-24, the department's programs were restructured. This program will be eliminated in FY23-24.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff	85.18%	90.62%	87.00%	100.00%	N/A
Result	80% of property crime victims will be initially contacted to inform them of Victim Offender Dialogue services	87.50%	94.11%	80.00%	84.10%	N/A

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding N/A

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.273 Right of victim to be present at proceedings; advice of rights; notice; (b) The victim must be informed of any constitutional rights of the victim; 419C.450 Restitution (1)(a) It is the policy of the State of Oregon to encourage and promote the payment of restitution and other obligations by youth offenders as well as by adult offenders. In any case within the jurisdiction of the juvenile court pursuant to ORS 419C.005 in which the youth offender caused another person any physical, emotional or psychological injury or any loss of or damage to property, the victim has the right to receive prompt restitution. **Shared Services** with the State as listed on Association of Counties chart.



260203-Victim Services

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	57,751	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	215,562	-	-	224,993	-	-	-
General Fund Support	-	156,668	224,993	-	-	(224,993)	-100%
Operating Revenue	215,562	156,668	224,993	224,993	-	(224,993)	-100%
Total Revenue	273,313	156,668	224,993	224,993	-	(224,993)	-100%
Personnel Services	139,454	128,074	127,535	92,919	-	(127,535)	-100%
Materials and Services	30,092	28,574	37,555	26,736	-	(37,555)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	169,546	156,649	165,090	119,655	-	(165,090)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	59,903	-	-	(59,903)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	169,546	156,649	224,993	119,655	-	(224,993)	-100%
Revenues Less Expenses	103,767	19	-	105,338	-		

Notes:



Accountability & Reformation

Positive Youth Development

Purpose Statement

The purpose of the Positive Youth Development Program is to provide skill building, competency development, and restorative engagement services to victims and to youth so they can experience positive change, repair harm, and demonstrate skills to successfully transition to adulthood.

Performance Narrative Statement

The Positive Youth Development Program uses a variety of interventions to hold youth meaningfully accountable while providing rehabilitative services to reduce their risk of reoffending. All intervention programs include aspects of one or a number of the following components: engaging with education/GED, building employment skills, increasing problem solving skills, improving decision making, building coping skills and increasing empathy in the youth. Some of the intervention programs available to Juvenile Department youth include opportunities to earn money to pay restitution through community service work crews, pro-social activities, skills groups, educational support, job training/work readiness opportunities, and internships. This Program also includes restorative engagement of services to victims and youth.

For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	85% of youth are engaged with educational programming or participate in opportunities to build employment skills by the time they are no longer on supervision	81.54%	84.30%	85.0%	85.10%	85.0%
Result	85% of youth develop enhanced competencies and life skills by the time they are no longer involved with the Juvenile Department	90.76%	91.34%	85.0%	96.30%	85.0%

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

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

Explanation **Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.470 Opportunities to fulfill obligations imposed by court. The Oregon Youth Authority and county juvenile departments, respectively, and to the extent practicable, shall create opportunities for youth offenders placed in the legal custody of the youth authority or under the supervision of a county juvenile department to pay restitution as ordered by the court and to perform any community service ordered by the court, as well as to fulfill any other obligation imposed by the court. 419C.273 Right of victim to be present at proceedings; advice of rights; notice; (b) The victim must be informed of any constitutional rights of the victim; 419C.450 Restitution (1)(a) It is the policy of the State of Oregon to encourage and promote the payment of restitution and other obligations by youth offenders as well as by adult offenders. In any case within the jurisdiction of the juvenile court pursuant to ORS 419C.005 in which the youth offender caused another person any physical, emotional or psychological injury or any loss of or damage to property, the victim has the right to receive prompt restitution. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Department of Labor for Youth Workforce Innovation and Opportunity Act Services (C-TEC) through the Clackamas Education Service District.



260204-Positive Youth Development

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	43,000	43,000	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	881,455	881,455	-
Operating Revenue	-	-	-	-	924,455	924,455	-
Total Revenue	-	-	-	-	924,455	924,455	-
Personnel Services	-	-	-	-	569,222	569,222	-
Materials and Services	-	-	-	-	355,233	355,233	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	924,455	924,455	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	924,455	924,455	-

Revenues Less Expenses

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Notes:



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260403-Positive Youth Development

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	442,941	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	281,566	230,461	328,371	223,051	-	(328,371)	-100%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	50	-	150	-	-	-
Other Interfund Transfers	354,742	-	-	-	-	-	-
General Fund Support	-	442,858	740,968	757,716	-	(740,968)	-100%
Operating Revenue	636,308	673,369	1,069,339	980,917	-	(1,069,339)	-100%
Total Revenue	1,079,249	673,369	1,069,339	980,917	-	(1,069,339)	-100%
Personnel Services	399,011	374,788	631,094	433,778	-	(631,094)	-100%
Materials and Services	262,553	204,378	438,246	395,055	-	(438,246)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	661,564	579,166	1,069,340	828,833	-	(1,069,340)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	661,564	579,166	1,069,340	828,833	-	(1,069,340)	-100%
Revenues Less Expenses	417,685	94,203	-	152,084	-		

Notes:



**Public Safety
Assessment**

Purpose Statement

The purpose of the Assessment Program is to provide assessment services to youth referred to the Department so they can be matched with the appropriate level of monitoring and services.

Performance Narrative Statement

The Clackamas County Juvenile Department manages the Juvenile Intake and Assessment Center (JIAC) which is a twenty-four hour/seven day a week assessment center. The JIAC provides a temporary holding facility for youth in custody allowing law enforcement to return to their patrol duties in a timely manner. JIAC staff conduct intake assessments, screen for community safety and arrange for appropriate release. All youth brought to the JIAC are screened for issues related to physical health, substance use, mental health issues, and suicide and self-harming behaviors. More in depth screenings for substance abuse, suicide, violence and self-injury are conducted as necessary. Youth posing community safety concern or flight risk may be placed in juvenile detention. JIAC staff coordinate services with other agencies and develop comprehensive plans which focus on community safety as well as the immediate needs of the youth.

For FY23-24, the department's programs were restructured. This program will be eliminated in FY23-24.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs	95.40%	95.20%	95.00%	95.67%	N/A

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

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

Explanation **Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody; 419C.225 (3) Authorized diversion programs. (1) Following a review of a police report and other relevant information, a county juvenile department may refer a youth to an authorized diversion program; 419C.230 Formal accountability agreements; when appropriate; consultation with victim; (1) A formal accountability agreement may be entered into when a youth has been referred to a county juvenile department, and a juvenile department counselor has probable cause to believe that the youth may be found to be within the jurisdiction of the juvenile court for one or more acts specified in ORS 419C.005. **Shared Services:** with the State as listed on Association of Counties chart.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	283,970	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	10,495	90,568	308,860	196,825	-	(308,860)	-100%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	1,169,709	24,426	24,426	24,426	-	(24,426)	-100%
General Fund Support	-	1,079,015	1,715,333	1,685,773	-	(1,715,333)	-100%
Operating Revenue	1,180,204	1,194,009	2,048,619	1,907,024	-	(2,048,619)	-100%
Total Revenue	1,464,173	1,194,009	2,048,619	1,907,024	-	(2,048,619)	-100%
Personnel Services	1,028,030	961,843	1,325,030	1,017,129	-	(1,325,030)	-100%
Materials and Services	426,824	284,159	723,589	528,161	-	(723,589)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,454,855	1,246,002	2,048,619	1,545,290	-	(2,048,619)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,454,855	1,246,002	2,048,619	1,545,290	-	(2,048,619)	-100%
Revenues Less Expenses	9,319	(51,993)	-	361,734	-		

Notes:



Public Safety

Custody

Purpose Statement

The purpose of the Custody Program is to provide safety, security, supervision, and transportation services to in-custody youth so they can be safe and commit no crimes while in custody.

Performance Narrative Statement

The Custody Program includes detention services and the in-custody court transports. Clackamas County youth who are placed in detention are housed at the Donald E. Long Home detention facility in Portland, Oregon. The Juvenile Department has a contract that provides for the health, security and safety needs of the youth in the facility. Youth who are charged within the Adult Court are also held in detention under this contract. One bed is paid for by the Clackamas County Sheriff's Office for youth being waived to Adult Court. The Juvenile Department is responsible for transporting in-custody youth to and from the Donald E. Long Home detention facility to Court.

For FY23-24, the department's programs were restructured. This program will be eliminated in FY23-24.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	Zero in-custody youth file a complaint that is a substantiated Prison Rape Elimination Act (PREA) violation	0.00%	0.00%	0.00%	0.00%	N/A
Result	Less than 5% of youth admissions lodged in detention are involved in an incident report regarding personal injury	2.70%	0.00%	5.00%	0.00%	N/A

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding N/A

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system is founded on the principles of personal responsibility, accountability, and reformation within the context of public safety and restitution to the victims and to the community; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. **Shared Services:** with the State as listed on Association of Counties chart.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	65,719	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	986,314	914,754	916,734	916,734	-	(916,734)	-100%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	1,061,758	122,761	133,968	133,968	-	(133,968)	-100%
General Fund Support	-	1,156,147	1,501,415	1,530,975	-	(1,501,415)	-100%
Operating Revenue	2,048,072	2,193,662	2,552,117	2,581,677	-	(2,552,117)	-100%
Total Revenue	2,113,791	2,193,662	2,552,117	2,581,677	-	(2,552,117)	-100%
Personnel Services	550,266	510,487	720,491	562,015	-	(720,491)	-100%
Materials and Services	1,672,048	1,665,040	1,946,473	2,019,662	-	(1,946,473)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,222,314	2,175,528	2,666,964	2,581,677	-	(2,666,964)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,222,314	2,175,528	2,666,964	2,581,677	-	(2,666,964)	-100%
Revenues Less Expenses	(108,524)	18,134	(114,847)	-	-		

Notes:



Reformation

Evaluation & Treatment

Purpose Statement

The purpose of the Evaluation and Treatment Services Program is to provide targeted evaluation services, treatment referrals and skills groups referrals, and individualized case planning services to youth referred to the Department so they can successfully complete individualized case plan goals that promote positive change.

Performance Narrative Statement

The Clackamas County Juvenile Department assigns cases to Juvenile Counselors based on the nature and severity of the offense, as well as the youth's risk to reoffend, as determined by a validated Juvenile Crime Prevention Risk Assessment, which is part of a comprehensive assessment completed after a youth is referred to the Department for a crime. The outcome of the initial assessment, coupled with interviews of individuals involved in a youth's life, inform the decisions of the Juvenile Counselor regarding the need for further evaluation and treatment through community partners. This includes services that address mental health needs, drug and alcohol dependence, individual and family counseling needs, and offense specific treatment services. The role of the Juvenile Counselor in the youth and family's lives ensures that youth have opportunities to progress through services provided by community partners and are able to apply the skills they have learned in a variety of community settings. Juvenile Counselors develop strong working relationships with community partners to ensure youth have strong support systems as they progress through their specific treatment and intervention plans.

For FY23-24, the department's programs were restructured. This program will be eliminated in FY23-24.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	95% of youth on probation will have a case plan for services which addresses their individual risk and needs	92.40%	100.00%	95.00%	100.00%	N/A
Result	85% of identified youth successfully complete Sex Offense Specific Treatment	100.00%	100.00%	85.00%	100.00%	N/A

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding N/A

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. **Shared Services** with the State as listed on Association of Counties chart.



260402-Evaluation & Treatment
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	142,529	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	61,439	41,924	172,472	124,260	-	(172,472)	-100%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	1,159,432	-	-	-	-	-	-
General Fund Support	-	898,594	1,318,531	1,318,531	-	(1,318,531)	-100%
Operating Revenue	1,220,871	940,518	1,491,003	1,442,791	-	(1,491,003)	-100%
Total Revenue	1,363,400	940,518	1,491,003	1,442,791	-	(1,491,003)	-100%
Personnel Services	807,622	706,515	787,949	752,690	-	(787,949)	-100%
Materials and Services	437,056	264,309	594,302	435,345	-	(594,302)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,244,678	970,823	1,382,251	1,188,035	-	(1,382,251)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	45,362	46,764	108,753	48,850	-	(108,753)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,290,040	1,017,587	1,491,004	1,236,885	-	(1,491,004)	-100%
Revenues Less Expenses	73,361	(77,070)	-	205,906	-		

Notes:



Youth, Family, Stakeholder & Community Collaboration

Prevention, Early Intervention, & Family Support

Purpose Statement

The purpose of the Prevention, Early Intervention, & Family Support Program is to provide community-based prevention, diversion, system navigation and connection, and family engagement services to youth and families so families receive the support needed to prevent or interrupt further involvement in the juvenile justice system.

Performance Narrative Statement

The Prevention, Early Intervention, & Family Support Program uses a variety of interventions to support youth and their families that prevent or reduce the risk for youth to offend or reoffend in order to keep youth safe in and connected to their communities. All youth, family, stakeholder and community collaboration programs include aspects of one or a number of the following components: screenings and assessments for early identification of at risk youth; prevention and early intervention community-based case management; connection to services and resources; restorative opportunities such as community service and diversion circles, family engagement and navigation services and parenting skills classes to support parental authority and involvement while addressing barriers and needs. Collaboration with other systems involved or supporting youth and families is a key component of this program.

For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	95% of youth are crime free a year after participation in diversion in the juvenile justice system ₁	90.73%	92.40%	95.00%	95.70%	95.00%
Result	80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department	60.00%	85.71%	80.00%	93.30%	80.00%
Result	70% of youth report they are respected and involved in their reformation	41.67%	80.64%	70.00%	100.00%	70.00%

Program includes:

Mandated Services

Shared Services

Grant Funding

₁In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2021, but is tracked for the following Calendar Year of 2022, and then reported annually in March of 2023. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2021), and no new data will be entered until March of year 2024 (and will represent results for youth closed in 2022).

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** 2 Year Juvenile Crime Prevention (JCP) Basic funding through State of Oregon, Oregon Youth Authority (no match required); 1 Year US Department of the Interior, Bureau of Land Management (no match required); 2 Year US Department of Justice, Edward Byrne Memorial Justice Assistance grant (no match required); 2 Year Juvenile Crime Prevention (JCP) through State of Oregon, Department of Education (no match required).



260404-Prevention, Early Intervention, & Family Support
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	742,905	742,905	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	24,426	24,426	-
General Fund Support	-	-	-	-	518,211	518,211	-
Operating Revenue	-	-	-	-	1,285,542	1,285,542	-
Total Revenue	-	-	-	-	1,285,542	1,285,542	-
Personnel Services	-	-	-	-	430,948	430,948	-
Materials and Services	-	-	-	-	805,744	805,744	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	1,236,692	1,236,692	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	48,850	48,850	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	1,285,542	1,285,542	-

Revenues Less Expenses

- - - - -

Notes:



Youth, Family, Stakeholder & Community Collaboration

Juvenile Intake and Assessment Center

Purpose Statement

The purpose of the Juvenile Intake and Assessment Center (JIAC) Program is to provide a dedicated 24 hours-a-day/365 days a year resource to support youth, where parent and families and other youth serving agencies can call for supports and information, and law enforcement can bring youth in their custody to receive intake, screening, and assessment services that identify and address immediate youth needs and public safety concerns, while also identifying opportunities for prevention, intervention, and a safe release plan that values community connection while prioritizing community, victim, and youth safety, as well as providing to informal supervision and case management.

Performance Narrative Statement

The Clackamas County Juvenile Department manages the Juvenile Intake and Assessment Center (JIAC) which is a twenty-four hour/seven day a week assessment center. The JIAC provides a temporary holding facility for youth in custody allowing law enforcement to return to their patrol duties in a timely manner. JIAC staff conduct intake assessments, screen for community safety and arrange for appropriate release. All youth brought to the JIAC are screened for issues related to physical health, substance use, mental health issues, and suicide and self-harming behaviors. More in depth screenings for substance abuse, suicide, violence and self-injury are conducted as necessary. Youth posing community safety concern or flight risk may be placed in juvenile detention. JIAC staff coordinate services with other agencies and develop comprehensive plans which focus on community safety as well as the immediate needs of the youth.

For FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program will be approved in FY23-24.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	95% of youth are crime free a year after being on a formal accountability agreement with the juvenile justice system ₁	84.84%	95.40%	95.00%	95.50%	95.00%

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

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

Explanation **Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. 419A.057 Payment of maintenance expenses. (1) All expenses incurred in the maintenance of the facilities for detention and the personnel required therefor, except as otherwise provided in subsection (2) of this section, shall be paid upon order of the board of county commissioners or county court from county funds duly levied and collected in any manner provided by law. When joint detention facilities are maintained as provided in ORS 419A.050 (2), each county shall pay its share of the costs and expenses of acquiring, equipping and maintaining the joint detention facilities, to be determined pursuant to an agreement between the counties. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** 2 Year Juvenile Crime Prevention (JCP) Diversion through State of Oregon, Oregon Youth Authority (no match required).



260405-Juvenile Intake and Assessment Center
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Requested Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	327,563	327,563	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	1,881,024	1,881,024	-
Operating Revenue	-	-	-	-	2,208,587	2,208,587	-
Total Revenue	-	-	-	-	2,208,587	2,208,587	-
Personnel Services	-	-	-	-	1,506,312	1,506,312	-
Materials and Services	-	-	-	-	702,275	702,275	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	2,208,587	2,208,587	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	2,208,587	2,208,587	-

Revenues Less Expenses

Notes:



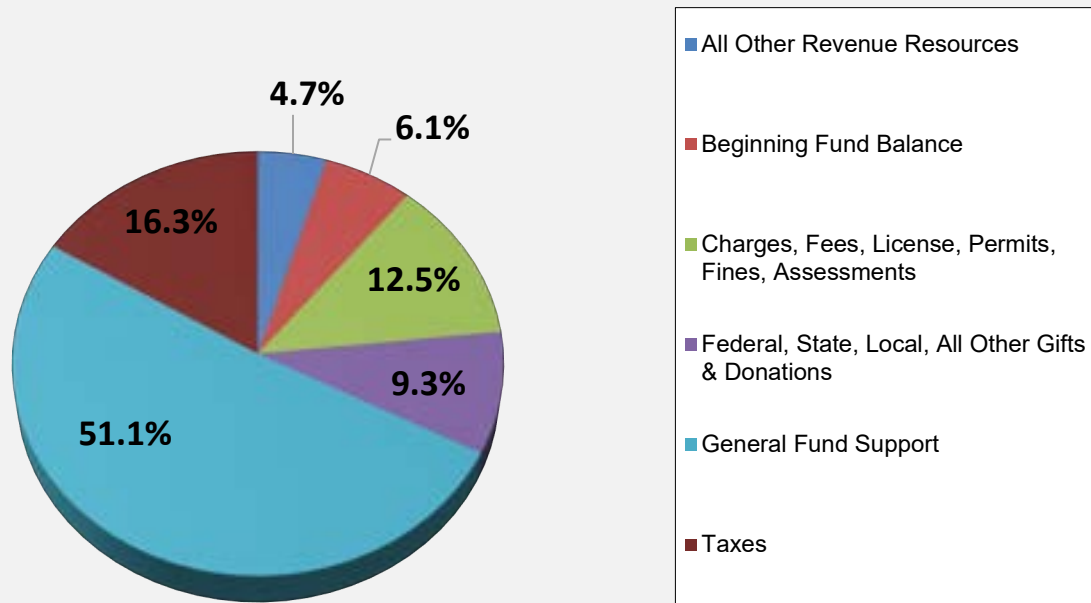
Sheriff's Office

FY23-24 BUDGET PRESENTATION

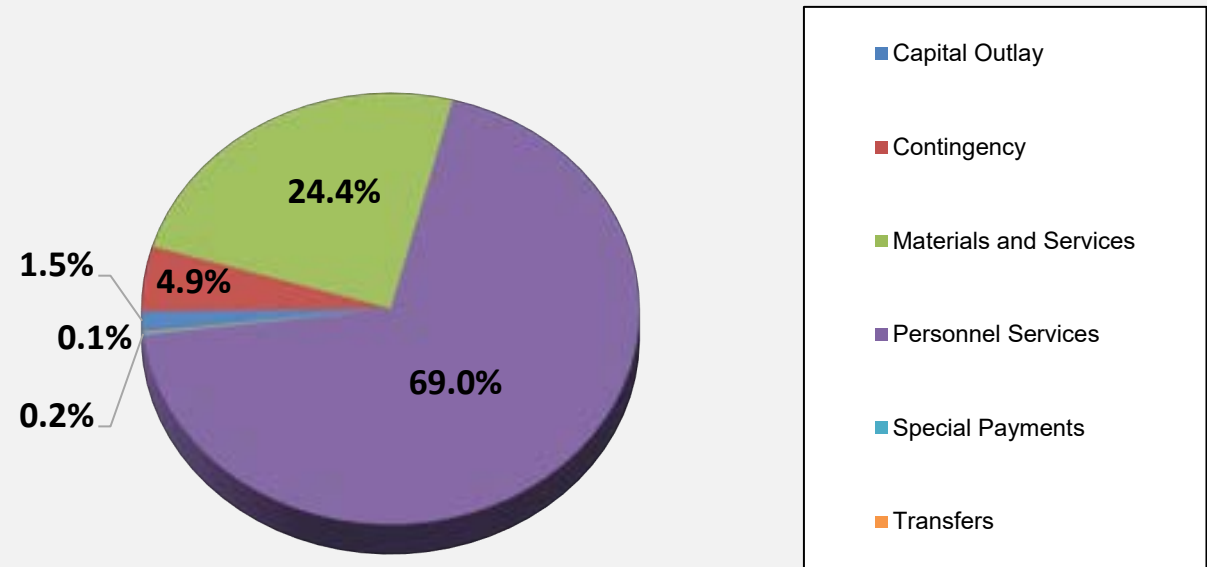


FY23-24 Revenue and Expenses

Revenues



Expenses





Department Budget Summary by Fund

Line of Business Name	Program Name	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		General Fund (100)	Sheriff's Operating Levy Fund (206)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**	*Total FTE
Administration	Office of the Sheriff	2,486,666	-	-	2,486,666	2,009,102	9.0
Administration	Finance	1,490,646	-	-	1,490,646	1,106,184	8.0
Administration	Operational Support	9,787,407	-	-	9,787,407	6,933,049	29.0
Administration	Professional Standards	285,884	-	-	285,884	214,376	1.0
Administration	Public Information Office (PIO)	818,945	-	-	818,945	640,255	5.0
Law Enforcement	City of Estacada	884,564	-	-	884,564	-	3.3
Law Enforcement	City of Happy Valley	4,678,434	-	-	4,678,434	-	17.0
Law Enforcement	City of Wilsonville	6,003,284	-	-	6,003,284	-	21.0
Law Enforcement	Critical Incident Response	394,586	-	-	394,586	394,586	1.0
Law Enforcement	Enhanced Law Enforcement District (ELED)	6,362,834	-	-	6,362,834	-	36.0
Law Enforcement	Family Justice Center (FJC)	1,793,542	-	-	1,793,542	1,706,243	9.0
Law Enforcement	Investigations	8,444,916	-	-	8,444,916	7,445,683	34.0
Law Enforcement	Patrol	16,891,225	-	-	16,891,225	15,387,104	73.8
Law Enforcement	Traffic Enforcement	1,112,428	-	-	1,112,428	858,778	4.0
Public Safety	Civil	6,353,492	-	-	6,353,492	5,088,958	29.0
Public Safety	Parole and Probation	18,271,743	-	-	18,271,743	5,823,507	90.0
Public Safety	Jail	25,621,001	-	-	25,621,001	24,145,690	116.0
Training	Public Safety Training Center (PSTC)	1,182,630	-	-	1,182,630	299,630	4.0
Training	Training & Wellness	2,576,002	-	-	2,576,002	2,576,002	8.0
Sheriff Operating Levy	Sheriff Operating Levy	-	30,660,707	-	30,660,707	-	92.0
		115,440,229	30,660,707	-	146,100,936	74,629,146	590.0
FY 22-23 Budget (Amended)		113,565,030	24,322,136	-	137,887,166	74,155,409	592.0
\$ Increase (Decrease)		1,875,199	6,338,571	-	8,213,770	473,737	-2.0
% Increase (Decrease)		1.7%	26.1%	-	6.0%	0.6%	-0.3%

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

*ELED FTEs are in Sheriff Department's General Fund (100) budget and invoiced to ELED (216) in Materials and Services category.

21-Sheriff's Office (CCSO) / 100-General Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	919,793	1,223,493	3,647,590	1,357,523	2,365,072	(1,282,518)	-35%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	3,123,881	2,059,093	12,573,322	12,864,471	13,391,385	818,063	7%
Charges, Fees, License, Permits, Fines, Assessments	11,966,647	12,744,890	15,415,437	15,030,246	18,190,886	2,775,449	18%
Revenue from Bonds & Other Debts	138,087	48,276	7,000	48,000	4,000	(3,000)	-43%
All Other Revenue Resources	6,668,043	6,656,539	7,406,793	6,116,197	6,832,188	(574,605)	-8%
Other Interfund Transfers	63,966,735	-	359,479	-	27,552	(331,927)	-92%
General Fund Support	-	66,533,841	74,155,409	73,756,179	74,629,146	473,737	1%
Operating Revenue	85,863,393	88,042,639	109,917,440	107,815,093	113,075,157	3,157,717	3%
Total Revenue	86,783,186	89,266,132	113,565,030	109,172,616	115,440,229	1,875,199	2%
Personnel Services	66,298,777	67,704,773	82,526,137	79,612,662	85,567,541	3,041,404	4%
Materials and Services	16,972,918	18,028,069	26,901,360	23,578,003	27,476,155	574,795	2%
Capital Outlay	1,633,184	2,023,295	3,727,381	3,206,728	2,007,290	(1,720,091)	-46%
Operating Expenditure	84,904,879	87,756,136	113,154,878	106,397,393	115,050,986	1,896,108	2%
Special Payments	293,540	-	263,970	263,970	202,920	(61,050)	-23%
Transfers	360,922	152,473	146,181	146,181	186,322	40,141	27%
Total Expense	85,559,341	87,908,609	113,565,029	106,807,544	115,440,229	1,830,199	2%
Revenues Less Expenses	1,223,845	1,357,523	-	2,365,072	-		

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

*General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.

21-Sheriff's Office (CCSO) / 206-Sheriff's Operating Levy

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	1,778,338	2,503,197	1,727,136	3,981,389	6,610,707	4,883,571	283%
Taxes	13,323,320	13,760,383	22,440,000	19,159,880	23,793,000	1,353,000	6%
Federal, State, Local, All Other Gifts & Donations	139,148	168,918	150,000	170,701	172,000	22,000	15%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	7,074	14,808	5,000	-	85,000	80,000	1600%
Operating Revenue	13,469,542	13,944,110	22,595,000	19,330,581	24,050,000	1,455,000	6%
Total Revenue	15,247,880	16,447,306	24,322,136	23,311,970	30,660,707	6,338,571	26%
Personnel Services	10,875,660	9,645,457	14,734,782	10,393,437	15,239,089	504,307	3%
Materials and Services	1,862,414	2,816,733	4,143,281	4,902,955	8,109,957	3,966,676	96%
Capital Outlay	5,699	-	1,218,000	1,374,371	175,000	(1,043,000)	-86%
Operating Expenditure	12,743,773	12,462,190	20,096,063	16,670,763	23,524,046	3,427,983	17%
Special Payments	911	3,727	30,500	30,500	20,000	(10,500)	-34%
Contingency	-	-	4,195,573	-	7,116,661	2,921,088	70%
Total Expense	12,744,683	12,465,917	24,322,136	16,701,263	30,660,707	6,338,571	26%
Revenues Less Expenses	2,503,197	3,981,389	-	6,610,707	-		

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

**21-Sheriff's Office (CCSO) / 230-Special Grants Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	1,438,080	-	-	-	-	-
Operating Revenue	-	1,438,080	-	-	-	-	-
Total Revenue	-	1,438,080	-	-	-	-	-
Personnel Services	-	1,438,080	-	-	-	-	-
Operating Expenditure	-	1,438,080	-	-	-	-	-
Total Expense	-	1,438,080	-	-	-	-	-

Revenues Less Expenses

- - - - -

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

End of Presentation

Thank You



Sheriff's Office (CCSO) (21)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		General Fund (100)	Sheriff's Operating Levy Fund (206)	Total Budget	General Fund Support in Budget**	*Total FTE
Administration	Office of the Sheriff	2,486,666		2,486,666	2,009,102	9.0
Administration	Finance	1,490,646		1,490,646	1,106,184	8.0
Administration	Operational Support	9,787,407		9,787,407	6,933,049	29.0
Administration	Professional Standards	285,884		285,884	214,376	1.0
Administration	Public Information Office (PIO)	818,945		818,945	640,255	5.0
Law Enforcement	City of Estacada	884,564		884,564	-	3.3
Law Enforcement	City of Happy Valley	4,678,434		4,678,434	-	17.0
Law Enforcement	City of Wilsonville	6,003,284		6,003,284	-	21.0
Law Enforcement	Critical Incident Response	394,586		394,586	394,586	1.0
Law Enforcement	Enhanced Law Enforcement District (ELED)	6,362,834		6,362,834	-	36.0
Law Enforcement	Family Justice Center (FJC)	1,793,542		1,793,542	1,706,243	9.0
Law Enforcement	Investigations	8,444,916		8,444,916	7,445,683	34.0
Law Enforcement	Patrol	16,891,225		16,891,225	15,387,104	73.8
Law Enforcement	Traffic Enforcement	1,112,428		1,112,428	858,778	4.0
Public Safety	Civil	6,353,492		6,353,492	5,088,958	29.0
Public Safety	Parole and Probation	18,271,743		18,271,743	5,823,507	90.0
Public Safety	Jail	25,621,001		25,621,001	24,145,690	116.0
Training	Public Safety Training Center (PSTC)	1,182,630		1,182,630	299,630	4.0
Training	Training & Wellness	2,576,002		2,576,002	2,576,002	8.0
Sheriff Operating Levy	Sheriff Operating Levy	-	30,660,707	30,660,707	-	92.0
		115,440,229	30,660,707	146,100,936	74,629,146	590.0
FY 22-23 Budget (Amended)		113,565,030	24,322,136	137,887,166	74,155,409	592.0
\$ Increase (Decrease)		1,875,199	6,338,571	8,213,770	473,737	-2.0
% Increase (Decrease)		1.7%	26.1%	6.0%	0.6%	-0.3%

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

***ELED FTEs are in Sheriff Department's General Fund (100) budget and invoiced to ELED (216) in Materials and Services category.**



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	22,526	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	14,258	51,480	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	290	-	-	-	477,564	477,564	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	(91,076)	150	3,000	200	-	(3,000)	-100%
Other Interfund Transfers	6,130,419	-	-	-	-	-	-
General Fund Support	-	2,583,090	2,888,459	2,175,075	2,009,102	(879,357)	-30%
Operating Revenue	6,053,891	2,634,720	2,891,459	2,175,275	2,486,666	(404,793)	-14%
Total Revenue	6,076,417	2,634,720	2,891,459	2,175,275	2,486,666	(404,793)	-14%
Personnel Services	3,636,480	2,259,117	2,498,373	1,765,281	2,147,379	(350,994)	-14%
Materials and Services	733,734	493,967	380,873	397,781	327,074	(53,799)	-14%
Capital Outlay	7,828	-	-	-	-	-	-
Operating Expense	4,378,041	2,753,084	2,879,246	2,163,062	2,474,453	(404,793)	-14%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	12,213	12,213	12,213	12,213	12,213	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,390,254	2,765,297	2,891,459	2,175,275	2,486,666	(404,793)	-14%
Revenues Less Expenses	1,686,163	(130,578)	-	-	-	-	-

Notes:
 Provides executive leadership, management, & communication services to CCSO employees & the community so they can benefit from strong, visionary leadership & work together to advance the mission to provide trusted public safety & law enforcement services.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	4,071	-	-	128,575	128,575	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	255,887	255,887	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	1,002,404	1,091,174	795,195	1,106,184	15,010	1%
Operating Revenue	-	1,006,475	1,091,174	795,195	1,490,646	399,472	37%
Total Revenue	-	1,006,475	1,091,174	795,195	1,490,646	399,472	37%
Personnel Services	-	604,480	981,278	699,959	1,318,380	337,102	34%
Materials and Services	-	82,922	109,896	95,236	172,266	62,370	57%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	687,402	1,091,174	795,195	1,490,646	399,472	37%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	687,402	1,091,174	795,195	1,490,646	399,472	37%
Revenues Less Expenses	-	319,073	-	-	-	-	-

Notes:
 This program provides financial management services to the Sheriff, CCSO employees, Advisory Committees, & County decision-makers so they can effectively manage public funds & tie resources to expected results in the interest of public safety.



210103-Operational Support

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	296,003	-	732,377	-	-	(732,377)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	21,303	54,627	-	467,251	315,948	315,948	-
Charges, Fees, License, Permits, Fines, Assessments	256,841	346,003	323,000	332,528	2,523,410	2,200,410	681%
Revenue from Bonds & Other Debts	83,638	45,935	5,000	48,000	-	(5,000)	-100%
All Other Revenue Resources	5,863	38,017	7,500	-	15,000	7,500	100%
Other Interfund Transfers	7,555,768	-	-	-	-	-	-
General Fund Support	-	7,063,633	9,917,996	10,259,994	6,933,049	(2,984,947)	-30%
Operating Revenue	7,923,412	7,548,215	10,253,496	11,107,773	9,787,407	(466,089)	-5%
Total Revenue	8,219,416	7,548,215	10,985,873	11,107,773	9,787,407	(1,198,466)	-11%
Personnel Services	3,897,529	4,237,088	4,499,995	4,702,615	4,925,611	425,616	9%
Materials and Services	3,706,469	3,487,389	4,615,154	4,409,052	3,296,396	(1,318,758)	-29%
Capital Outlay	1,209,077	1,411,874	1,870,724	1,916,071	1,565,400	(305,324)	-16%
Operating Expense	8,813,075	9,136,352	10,985,873	11,027,738	9,787,407	(1,198,466)	-11%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	8,813,075	9,136,352	10,985,873	11,027,738	9,787,407	(1,198,466)	-11%
Revenues Less Expenses	(593,659)	(1,588,137)	-	80,035	-		

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



210104-Professional Standards

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	(467,088)	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	8,441	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	71,508	71,508	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	201,220	-	-	-	-	-	-
General Fund Support	-	658,796	248,731	216,955	214,376	(34,355)	-14%
Operating Revenue	201,220	667,237	248,731	216,955	285,884	37,153	15%
Total Revenue	(265,868)	667,237	248,731	216,955	285,884	37,153	15%
Personnel Services	666,408	389,970	221,358	195,701	257,733	36,375	16%
Materials and Services	10,635	44,674	27,373	21,254	28,151	778	3%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	677,042	434,643	248,731	216,955	285,884	37,153	15%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	677,042	434,643	248,731	216,955	285,884	37,153	15%
Revenues Less Expenses	(942,911)	232,593	-	-	-	-	-

Notes:

This program provides internal investigative services to the Sheriff, CCSO employees, & the public so they can continually improve the professional standards of the CCSO & receive thorough, impartial, & timely responses to complaints.



210105-Public Information Office (PIO)

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	4,071	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	178,690	178,690	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	816,000	517,854	491,773	640,255	122,401	24%
Operating Revenue	-	820,071	517,854	491,773	818,945	301,091	58%
Total Revenue	-	820,071	517,854	491,773	818,945	301,091	58%
Personnel Services	-	355,163	457,986	436,205	727,334	269,348	59%
Materials and Services	-	84,867	59,868	55,568	91,611	31,743	53%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	440,031	517,854	491,773	818,945	301,091	58%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	440,031	517,854	491,773	818,945	301,091	58%
Revenues Less Expenses	-	380,040	-	-	-	-	-

Notes:
 Provides information, multimedia communications, community outreach, & education services to CCSO employees, community partners, & the public so they can learn about CCSO activities, be informed of public safety matters, & engage with CCSO's mission.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	12,605	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	716,207	813,302	813,302	884,564	71,262	9%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	728,811	813,302	813,302	884,564	71,262	9%
Total Revenue	-	728,811	813,302	813,302	884,564	71,262	9%
Personnel Services	-	586,613	566,970	633,306	620,855	53,885	10%
Materials and Services	-	118,252	220,320	153,984	226,598	6,278	3%
Capital Outlay	-	23,946	26,012	26,012	37,111	11,099	43%
Operating Expense	-	728,811	813,302	813,302	884,564	71,262	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	728,811	813,302	813,302	884,564	71,262	9%
Revenues Less Expenses	-	-	-	-	-	-	-

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



210203-City of Happy Valley
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	67,261	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	4,012,516	4,719,872	4,719,872	4,678,434	(41,438)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	56	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	4,079,833	4,719,872	4,719,872	4,678,434	(41,438)	-1%
Total Revenue	-	4,079,833	4,719,872	4,719,872	4,678,434	(41,438)	-1%
Personnel Services	-	3,278,367	3,223,892	3,671,292	3,320,006	96,114	3%
Materials and Services	-	676,788	1,371,302	923,902	1,179,518	(191,784)	-14%
Capital Outlay	-	124,678	124,678	124,678	178,910	54,232	43%
Operating Expense	-	4,079,833	4,719,872	4,719,872	4,678,434	(41,438)	-1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	4,079,833	4,719,872	4,719,872	4,678,434	(41,438)	-1%
Revenues Less Expenses	-	-	-	-	-	-	-

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	61,505	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	4,990,517	5,890,878	5,890,878	6,003,284	112,406	2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	5,052,022	5,890,878	5,890,878	6,003,284	112,406	2%
Total Revenue	-	5,052,022	5,890,878	5,890,878	6,003,284	112,406	2%
Personnel Services	-	4,061,613	3,869,363	4,394,638	4,124,087	254,724	7%
Materials and Services	-	834,173	1,860,548	1,335,273	1,659,828	(200,720)	-11%
Capital Outlay	-	156,236	160,967	160,967	219,369	58,402	36%
Operating Expense	-	5,052,022	5,890,878	5,890,878	6,003,284	112,406	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	5,052,022	5,890,878	5,890,878	6,003,284	112,406	2%
Revenues Less Expenses	-	-	-	-	-	-	-

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



210205-Critical Incident Response
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	4,237	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	371,364	92,873	442,320	394,586	301,713	325%
Operating Revenue	-	375,601	92,873	442,320	394,586	301,713	325%
Total Revenue	-	375,601	92,873	442,320	394,586	301,713	325%
Personnel Services	-	283,999	-	349,447	213,085	213,085	-
Materials and Services	-	144,451	92,873	92,873	181,501	88,628	95%
Capital Outlay	-	13,798	-	-	-	-	-
Operating Expense	-	442,248	92,873	442,320	394,586	301,713	325%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	442,248	92,873	442,320	394,586	301,713	325%
Revenues Less Expenses	-	(66,647)	-	-	-	-	-

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



210206-Enhanced Law Enforcement District (ELED)
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	29,138	-	-	61,014	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	76,218	171,568	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	6	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	6,536,296	6,370,536	6,436,639	5,806,906	6,362,834	(73,805)	-1%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	6,612,521	6,542,104	6,436,639	5,806,906	6,362,834	(73,805)	-1%
Total Revenue	6,641,659	6,542,104	6,436,639	5,867,920	6,362,834	(73,805)	-1%
Personnel Services	6,651,520	6,481,091	6,436,639	5,867,920	6,362,834	(73,805)	-1%
Materials and Services	239,138	(119)	-	-	-	-	-
Capital Outlay	5,698	-	-	-	-	-	-
Operating Expense	6,896,357	6,480,972	6,436,639	5,867,920	6,362,834	(73,805)	-1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	6,896,357	6,480,972	6,436,639	5,867,920	6,362,834	(73,805)	-1%
Revenues Less Expenses	(254,698)	61,133	-	-	-	-	-

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



210207-Family Justice Center (FJC)

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	175,846	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	6,296	30,130	-	-	87,299	87,299	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,635	15	-	-	-	-	-
Other Interfund Transfers	1,780,560	-	-	-	-	-	-
General Fund Support	-	1,945,778	1,794,930	1,705,493	1,706,243	(88,687)	-5%
Operating Revenue	1,788,491	1,975,923	1,794,930	1,705,493	1,793,542	(1,388)	0%
Total Revenue	1,964,337	1,975,923	1,794,930	1,705,493	1,793,542	(1,388)	0%
Personnel Services	1,574,915	1,628,646	1,590,076	1,490,640	1,540,168	(49,908)	-3%
Materials and Services	219,925	204,245	204,853	214,853	253,374	48,521	24%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,794,840	1,832,891	1,794,929	1,705,493	1,793,542	(1,387)	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,794,840	1,832,891	1,794,929	1,705,493	1,793,542	(1,387)	0%
Revenues Less Expenses	169,496	143,032	-	-	-	-	-

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	(108,818)	344,659	130,000	710,075	541,893	411,893	317%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	192,978	716,900	215,000	490,000	444,841	229,841	107%
Charges, Fees, License, Permits, Fines, Assessments	50	112	5,000	-	-	(5,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,851	43,982	15,000	-	12,500	(2,500)	-17%
Other Interfund Transfers	7,561,258	-	-	-	-	-	-
General Fund Support	-	6,681,427	7,058,945	6,475,453	7,445,683	386,738	5%
Operating Revenue	7,756,137	7,442,420	7,293,945	6,965,453	7,903,023	609,078	8%
Total Revenue	7,647,319	7,787,079	7,423,945	7,675,528	8,444,916	1,020,971	14%
Personnel Services	6,889,386	5,469,401	6,593,403	6,464,767	6,729,604	136,201	2%
Materials and Services	890,702	612,416	830,541	668,868	1,715,312	884,771	107%
Capital Outlay	98,014	179,694	-	-	-	-	-
Operating Expense	7,878,102	6,261,511	7,423,944	7,133,635	8,444,916	1,020,972	14%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	7,878,102	6,261,511	7,423,944	7,133,635	8,444,916	1,020,972	14%
Revenues Less Expenses	(230,783)	1,525,568	-	541,893	-		

Notes:

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	390,247	878,834	475,821	458,133	385,126	(90,695)	-19%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	2,600,442	1,197,142	1,865,962	630,124	717,401	(1,148,561)	-62%
Charges, Fees, License, Permits, Fines, Assessments	9,790,076	341,842	881,225	389,124	372,094	(509,131)	-58%
Revenue from Bonds & Other Debts	52,222	2,341	2,000	-	4,000	2,000	100%
All Other Revenue Resources	16,221	4,683	260,280	2,500	25,500	(234,780)	-90%
Other Interfund Transfers	12,132,619	-	54,203	-	-	(54,203)	-100%
General Fund Support	-	14,096,521	12,295,412	13,615,212	15,387,104	3,091,692	25%
Operating Revenue	24,591,580	15,642,529	15,359,082	14,636,960	16,506,099	1,147,017	7%
Total Revenue	24,981,827	16,521,363	15,834,903	15,095,093	16,891,225	1,056,322	7%
Personnel Services	19,438,413	14,426,449	12,386,251	12,500,344	13,506,628	1,120,377	9%
Materials and Services	4,145,092	3,031,149	3,425,652	2,289,658	3,378,097	(47,555)	-1%
Capital Outlay	67,512	34,517	23,000	-	6,500	(16,500)	-72%
Operating Expense	23,651,018	17,492,115	15,834,903	14,790,002	16,891,225	1,056,322	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	23,651,018	17,492,115	15,834,903	14,790,002	16,891,225	1,056,322	7%
Revenues Less Expenses	1,330,809	(970,752)	-	305,091	-		

Notes:

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



210210-Traffic Enforcement

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	62,084	140,000	83,750	253,650	113,650	81%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	10,000	-	-	(10,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	575,929	564,038	1,151,478	858,778	294,740	52%
Operating Revenue	-	638,013	714,038	1,235,228	1,112,428	398,390	56%
Total Revenue	-	638,013	714,038	1,235,228	1,112,428	398,390	56%
Personnel Services	-	692,196	666,921	1,180,460	1,013,167	346,246	52%
Materials and Services	-	66,572	47,118	54,768	99,261	52,143	111%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	758,768	714,039	1,235,228	1,112,428	398,389	56%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	758,768	714,039	1,235,228	1,112,428	398,389	56%
Revenues Less Expenses	-	(120,755)	-	-	-	-	-

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	333,961	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	24,320	118,180	5,000	-	-	(5,000)	-100%
Charges, Fees, License, Permits, Fines, Assessments	775,914	1,064,207	847,000	1,158,000	1,264,534	417,534	49%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	101	1,001	1,000	-	-	(1,000)	-100%
Other Interfund Transfers	3,661,614	-	-	-	-	-	-
General Fund Support	-	4,341,694	4,610,037	4,633,402	5,088,958	478,921	10%
Operating Revenue	4,461,950	5,525,082	5,463,037	5,791,402	6,353,492	890,455	16%
Total Revenue	4,795,910	5,525,082	5,463,037	5,791,402	6,353,492	890,455	16%
Personnel Services	4,245,471	4,532,513	4,805,872	4,657,687	5,006,971	201,099	4%
Materials and Services	344,898	890,488	657,166	1,118,715	1,346,521	689,355	105%
Capital Outlay	-	-	-	15,000	-	-	-
Operating Expense	4,590,370	5,423,001	5,463,038	5,791,402	6,353,492	890,454	16%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,590,370	5,423,001	5,463,038	5,791,402	6,353,492	890,454	16%
Revenues Less Expenses	205,540	102,081	-	-	-		

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



210303-Parole and Probation

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	2,309,392	-	1,333,252	(976,140)	-42%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	10,198,860	10,652,116	10,198,860	-	0%
Charges, Fees, License, Permits, Fines, Assessments	-	-	590,500	364,250	505,218	(85,282)	-14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	383,374	40,100	383,354	(20)	0%
Other Interfund Transfers	-	-	27,552	-	27,552	-	0%
General Fund Support	-	-	5,144,244	5,144,244	5,823,507	679,263	13%
Operating Revenue	-	-	16,344,530	16,200,710	16,938,491	593,961	4%
Total Revenue	-	-	18,653,922	16,200,710	18,271,743	(382,179)	-2%
Personnel Services	-	-	13,105,184	10,611,823	13,045,286	(59,898)	0%
Materials and Services	-	-	5,284,767	3,991,665	5,023,537	(261,230)	-5%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	18,389,951	14,603,488	18,068,823	(321,128)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	263,970	263,970	202,920	(61,050)	-23%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	18,653,921	14,867,458	18,271,743	(382,178)	-2%

Revenues Less Expenses - - - 1,333,252 -

Notes:
 The purpose of the Parole and Probation program is to provide supervision, resources, intervention, treatment & victim services to justice involved individuals and crime victims so they can experience and contribute to a safe community.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	475,457	-	-	128,301	104,801	104,801	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	177,828	541,123	128,500	541,230	1,244,811	1,116,311	869%
Charges, Fees, License, Permits, Fines, Assessments	349,338	349,118	579,160	343,160	125,699	(453,461)	-78%
Revenue from Bonds & Other Debts	2,228	-	-	-	-	-	-
All Other Revenue Resources	79,594	5,625	164,500	-	-	(164,500)	-100%
Other Interfund Transfers	22,824,354	-	277,724	-	-	(277,724)	-100%
General Fund Support	-	23,895,028	24,864,056	24,213,396	24,145,690	(718,366)	-3%
Operating Revenue	23,433,342	24,790,894	26,013,940	25,097,786	25,516,200	(497,740)	-2%
Total Revenue	23,908,798	24,790,894	26,013,940	25,226,087	25,621,001	(392,939)	-2%
Personnel Services	17,133,051	17,299,317	17,993,530	17,606,037	18,222,116	228,586	1%
Materials and Services	5,719,915	5,896,587	6,364,442	6,417,281	7,224,776	860,334	14%
Capital Outlay	245,056	33,718	1,522,000	964,000	-	(1,522,000)	-100%
Operating Expense	23,098,022	23,229,622	25,879,972	24,987,318	25,446,892	(433,080)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	293,540	-	-	-	-	-	-
Transfers	119,421	-	133,968	133,968	174,109	40,141	30%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	23,510,983	23,229,622	26,013,940	25,121,286	25,621,001	(392,939)	-2%
Revenues Less Expenses	397,815	1,561,272	-	104,801	-		

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



210402-Public Safety Training Center (PSTC)
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	(227,478)	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	8,631	152,278	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	791,533	923,963	748,000	1,017,732	850,000	102,000	14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	117,455	185,664	115,000	253,991	33,000	(82,000)	-71%
Other Interfund Transfers	452,087	-	-	-	-	-	-
General Fund Support	-	325,516	562,942	284,631	299,630	(263,312)	-47%
Operating Revenue	1,369,706	1,587,422	1,425,942	1,556,354	1,182,630	(243,312)	-17%
Total Revenue	1,142,228	1,587,422	1,425,942	1,556,354	1,182,630	(243,312)	-17%
Personnel Services	823,623	962,611	1,028,706	1,130,612	796,019	(232,687)	-23%
Materials and Services	616,012	682,283	397,236	425,742	386,611	(10,625)	-3%
Capital Outlay	-	44,833	-	-	-	-	-
Operating Expense	1,439,635	1,689,727	1,425,942	1,556,354	1,182,630	(243,312)	-17%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	229,288	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,668,923	1,689,727	1,425,942	1,556,354	1,182,630	(243,312)	-17%
Revenues Less Expenses	(526,696)	(102,305)	-	-	-	-	-

Notes:
 This program provides facilities, skills development, and education services to Sheriff's Office employees, other law enforcement agencies, and the public so they can enhance their public safety knowledge and skills to build a more secure community.



210403-Training & Wellness
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,608	17,561	20,000	-	-	(20,000)	-100%
Charges, Fees, License, Permits, Fines, Assessments	2,599	406	17,500	1,400	-	(17,500)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	102	6,810	10,500	12,500	-	(10,500)	-100%
Other Interfund Transfers	1,666,835	-	-	-	-	-	-
General Fund Support	-	2,176,661	2,503,718	2,151,558	2,576,002	72,284	3%
Operating Revenue	1,671,144	2,201,438	2,551,718	2,165,458	2,576,002	24,284	1%
Total Revenue	1,671,144	2,201,438	2,551,718	2,165,458	2,576,002	24,284	1%
Personnel Services	1,341,979	1,369,256	1,600,340	1,253,928	1,690,279	89,939	6%
Materials and Services	346,397	676,964	951,378	911,530	885,723	(65,655)	-7%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,688,376	2,046,220	2,551,718	2,165,458	2,576,002	24,284	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	140,260	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,688,376	2,186,480	2,551,718	2,165,458	2,576,002	24,284	1%
Revenues Less Expenses	(17,232)	14,958	-	-	-		

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



210502-Sheriff Operating Levy

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,778,338	2,503,197	1,727,136	3,981,389	6,610,707	4,883,571	283%
Taxes	13,323,320	13,760,383	22,440,000	19,159,880	23,793,000	1,353,000	6%
Federal, State, Local, All Other Gifts & Donations	139,148	390,826	150,000	170,701	172,000	22,000	15%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	7,074	14,808	5,000	-	85,000	80,000	1600%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	13,469,542	14,166,017	22,595,000	19,330,581	24,050,000	1,455,000	6%
Total Revenue	15,247,880	16,669,214	24,322,136	23,311,970	30,660,707	6,338,571	26%
Personnel Services	10,875,660	9,870,418	14,734,782	10,393,437	15,239,089	504,307	3%
Materials and Services	1,862,414	2,816,733	4,143,281	4,902,955	8,109,957	3,966,676	96%
Capital Outlay	5,699	-	1,218,000	1,374,371	175,000	(1,043,000)	-86%
Operating Expense	12,743,773	12,687,151	20,096,063	16,670,763	23,524,046	3,427,983	17%
Debt Service	-	-	-	-	-	-	-
Special Payments	911	3,727	30,500	30,500	20,000	(10,500)	-34%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	4,195,573	-	7,116,661	2,921,088	70%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	12,744,683	12,690,878	24,322,136	16,701,263	30,660,707	6,338,571	26%
Revenues Less Expenses	2,503,197	3,978,336	-	6,610,707	-		

Notes:
 The Levy gives CCSO additional support to fulfill its mission to provide public safety & law enforcement services to the people of Clackamas County so they can experience & contribute to a safe & secure community.

CREATING A PLACE YOU WANT TO BE!



TRANSPORTATION & DEVELOPMENT

FY23-24 BUDGET PRESENTATION



Major Accomplishments

AREA	DESCRIPTION
Administrative Services	<ul style="list-style-type: none"> Refining department structure and adding specificity to program definitions. Identifying administrative efficiencies. Defining departmental expectations and aligning policies and practices.
Transportation Services	<ul style="list-style-type: none"> Relocating operations will alleviate hazardous site conditions and improve response during weather related emergencies Working to expand materials storage to improve response throughout the county
Community Services	<ul style="list-style-type: none"> There is a continued focus on stabilizing operations, with a focus on cost sharing, staff efficiencies, improved cost recovery, and establishing funding methodologies. Support community clean up activities: finishing work related to Metro clean-up grant. Eliminated the federal/state Dump Stoppers program, focusing cleanups on county owned land using contracted services.
Development Services	<ul style="list-style-type: none"> With increasing interest rates, economists predict a possible slowdown. This possible cooling period is accounted for by reducing permitting revenue by 10% from YEE, and pausing some staff hires as we track construction activity.
Visioning Services	<ul style="list-style-type: none"> Hired a new program manager in the Office of Economic Development. Perform an Economic Landscape Analysis and a business friendly survey to grade Clackamas County, identifying possible improvements to make us more business friendly.

Performance Clackamas

Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Administrative Services Office of the Director	Office of the Director FTE : Department FTE	6 FTE : 308.74 FTE	6.7 FTE : 306.74 FTE	6.7 FTE : 301.7 FTE	9.7 FTE : 348.24 FTE
	Office of the Director Budget : Department Budget	\$2.01 M : \$231 M	\$1.9 M : \$235 M	\$1.5 M : \$235 M	\$4.3 M : \$345 M
Transportation Services Traffic Safety	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero	30 [2021]	25 [2022]	13	0
Transportation Services Transportation Engineering & Construction	# completed Capital Improvement Plan (CIP) contracts coming in under 110% of original contract value : # of completed CIP contracts	89%	90%	90%	23 : 25
Transportation Services Transportation Maintenance	# miles resurfaced	4.87 miles paved	6.06 miles paved	5.8 miles paved	62.65 miles resurfaced
Transportation Services Community Road Fund	Total CRF Capital Project Costs (\$) : Non-CRF funding contributed (\$)	\$1,6 M : \$219,000	\$5,7 M : \$1.8 M	\$6.3 M : \$1.2 M	\$15.6 M : \$5.2 M
Community Services Code Enforcement	# enforceable complaints : # total complaints received	865 : 3,069	900 : 3,000	1,000 : 3,100	900 : 3,100
Community Services Dog Services	By 2023, there will be 30,000 active dog licenses	23,813	25,000	24,000	30,000

Performance Clackamas

Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Community Services Sustainability & Solid Waste	# of garbage and recycling pickups provided	7,183,176	7,000,000	7,250,000	7,700,000
Development Services County Surveyor	# lots or parcels created : # subdivision or partition plats recorded	1,002 : 123	1,400 : 120	900 : 70	1,000 : 95
Development Services Building Codes	\$ value of constructed improvements	\$392,703,238	\$375,000,000	\$375,000,000	\$390,000,000
	# square feet constructed	6,030,809	6,350,000	6,350,000	DISCONTINUE
Development Services Development Engineering	# utility permits issued	1,888	1,800	2,300	2,900
Visioning Services Economic Development	\$ invested by businesses in enterprise zones	\$0	\$5 M	\$16.527 M	DISCONTINUE

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Operated by Program	Metrics: % Target Meet/Exceed/Improve
Administrative Services	Office of the Director	Accountable Government	\$3.131 M	0%	100%	County	60%	86%
Transportation Services	Traffic Safety	Ensure Healthy, Safe, and Secure Communities	\$6.585 M	0%	100%	Federal State County IGA	30%	100%
	Transportation Engineering & Construction	Strong Infrastructure	\$23.387 M	0%	100%	State County IGA	13%	75%
	Transportation Maintenance	Strong Infrastructure	\$22.637 M	0%	100%	State County IGA	43%	90%
	Community Road Fund	Strong Infrastructure	\$18.382 M	0%	100%	State County	0%	100%
	Damascus Roads	Strong Infrastructure	\$1.138 M	0%	100%	State County	0%	100%
	Fleet	Strong Infrastructure	\$7.419 M	0%	100%	County IGA	43%	75%

Total Funds, General Fund and Restricted Funds based off of operating (current) revenue.

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Operated by Program	Metrics: % Target Meet/Exceed/Improve
Community Services	Gladstone Library	Ensure Healthy, Safe, and Secure Communities	\$8.341 M	0%	100%	IGA	9%	100%
	Library Support Services	Accountable Government	\$3.510 M	79%	21%	IGA	62%	100%
	Oak Lodge Library	Ensure Healthy, Safe, and Secure Communities	\$16.304 M	0%	100%	IGA	6%	100%
	Code Enforcement	Ensure Healthy, Safe, and Secure Communities	\$1.062 M	0%	100%	State County	82%	72%
	Dog Services	Ensure Healthy, Safe, and Secure Communities	\$2.475 M	66%	34%	State County	68%	88%
	Sustainability & Solid Waste	Honor, Utilize, & Invest in our Natural Resources	\$2.971 M	0%	100%	State County IGA Franchise Agreements	73%	75%
	County Parks	Honor, Utilize, & Invest in our Natural Resources	\$6.263 M	0%	100%	IGA	55%	83%
	Forestry	Honor, Utilize, & Invest in our Natural Resources	\$2.469 M	0%	100%	State	32%	75%
	Property Disposition	Vibrant Economy	\$0.420 M	0%	100%	State County	54%	80%

% Operated by Program includes: Personal Services, Indirect Costs and contracted labor/other internal county services.

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Operated by Program	Metrics: % Target Meet/Exceed/Improve
Development Services	County Surveyor	Vibrant Economy	\$1.283 M	32%	68%	State County	82%	100%
	Public Land Corner	Vibrant Economy	\$0.404 M	0%	100%	State	83%	67%
	Current Planning	Vibrant Economy	\$3.207 M	66%	34%	State County IGA	77%	80%
	Building Codes	Vibrant Economy	\$7.111 M	0%	100%	State County IGA	77%	83%
	Septic	Vibrant Economy	\$0.724 M	0%	100%	State IGA	85%	100%
	Development Engineering	Strong Infrastructure	\$2.882 M	0%	100%	State County	85%	83%

% Operated by Program includes: Personal Services, Indirect Costs and contracted labor/other internal county services.

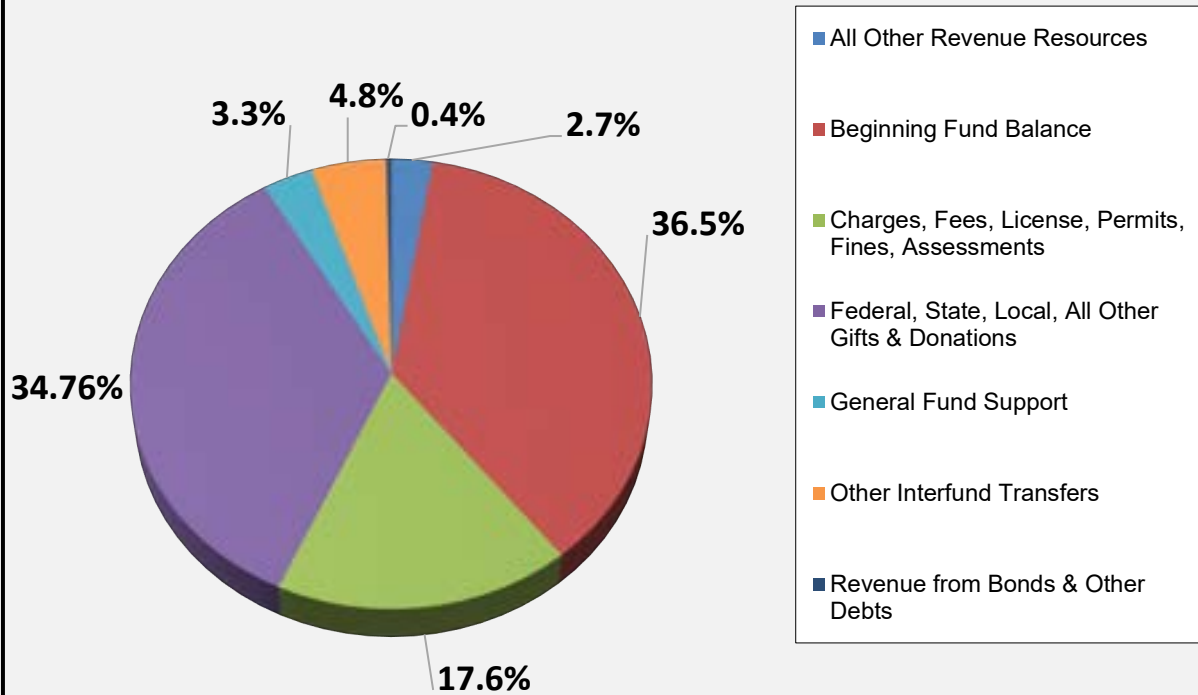
Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Operated by Program	Metrics: % Target Meet/Exceed/ Improve
Visioning Services	Long Range Planning	Vibrant Economy	\$2.428 M	19%	81%	State County IGA	62%	80%
	Regional Policy Coordination	Vibrant Economy	\$3.144 M	0%	100%	State County	15%	NEW PROGRAM
	Office of Economic Development	Vibrant Economy	\$2.520 M	0%	100%	State	40%	100%

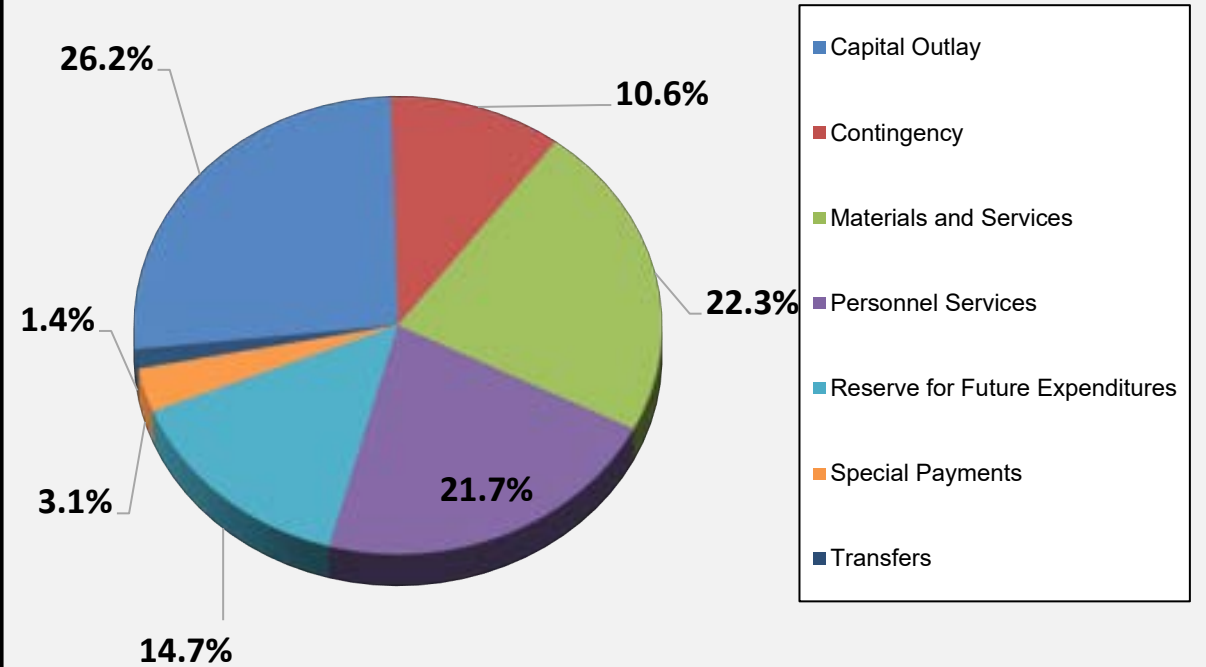
% Operated by Program includes: Personal Services, Indirect Costs and contracted labor/other internal county services.

FY23-24 Revenue and Expenses

Revenues



Expenses



Department Summary by Fund

Department of Transportation and Development (30/60)

Department Budget Summary by Fund

		FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
<i>Line of Business Name</i>	<i>Program Name</i>	100-General Fund	212-Library Network	215-Road Fund	218-Property Resources Fund	230-Special Grants Fund	257-Parks & Forestry Fund	601-Stone Creek Golf Course	770-Fleet Services Fund	Total Budget	General Fund Support in Budget **	Total FTE
Administrative Services	Office of the Director			2,044,346		-				4,329,103	350,000	9.7
Transportation Services	Traffic Safety			6,585,182		-				6,585,182	-	12.1
Transportation Services	Transportation Engineering & Construction			21,813,627		1,573,635				23,387,262	-	21.2
Transportation Services	Transportation Maintenance			53,201,590		-				53,201,590	-	101.2
Transportation Services	Community Road Fund			30,461,421						30,461,421	-	-
Transportation Services	Damascus Roads			6,643,578						6,643,578	-	-
Transportation Services	Countywide TSDC Area									-	-	-
Transportation Services	HV Joint TSDC Subarea									-	-	-
Transportation Services	Fleet								7,890,841	7,890,841	-	22.0
Community Services	Gladstone Library		3,233,589			6,000,000				9,233,589	-	4.7
Community Services	Library Support Services		5,804,209			-				5,804,209	2,776,689	12.0
Community Services	Oak Lodge Library		10,937,369			9,000,000				19,937,369	-	5.4
Community Services	Code Enforcement	1,345,901								1,345,901	-	7.0
Community Services	Dog Services	3,002,513								3,002,513	1,627,428	14.0
Community Services	Sustainability & Solid Waste	5,671,348								5,671,348	-	12.9
Community Services	County Parks						3,489,755	5,950,182		9,439,937	-	7.4
Community Services	Forestry						5,114,741			5,114,741	-	2.6
Community Services	Property Disposition				2,483,032					2,483,032	-	1.0

Department Summary by Fund

Department of Transportation and Development (30/60)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		100-General Fund	201-County Fair Fund	205-Development Services Fund	208-Lottery Fund	215-Road Fund	218-Property Resources Fund	223-Countywide Transportation SDC Fund	224-Public Land Cor Pres Fund	230-Special Grants Fund	Total Budget	General Fund Support in Budget **	Total FTE
Development Services	County Surveyor	1,283,586											
Development Services	Land Use, Development Review & Permitting	-		-									
Development Services	Long-Range Planning	-											
Development Services	Public Land Corner								1,448,469				
Development Services	Current Planning	4,124,809											
Development Services	Building Codes			17,757,716									
Development Services	Septic			1,313,034									
Development Services	Revenue Collected on Behalf of Other Agencies	-											
Development Services	Development Engineering					2,882,112							
Visioning Services	Long Range Planning	881,935											
Visioning Services	Regional Policy Coordination												
Visioning Services	Office of Economic Development				7,730,380								
TDCS Accounting Programs	County Event Center		5,928,928										
TDCS Accounting Programs	Tax Title Land						592,847						
TDCS Accounting Programs	\$ Coll On Behalf of Other Agcy	4,500,000											
TDCS Accounting Programs	Countywide TSDC							18,290,734					
TDCS Accounting Programs	HV Joint Area TSDC							1,408,266					

Department Summary by Fund

Department of Transportation and Development (30/60)

Department Budget Summary by Fund

	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
	100-General Fund	201-County Fair Fund	205-Development Services Fund	208-Lottery Fund	215-Road Fund	218-Property Resources Fund	223-Countywide Transportation SDC Fund	224-Public Land Cor Pres Fund	230-Special Grants Fund	Total Budget	General Fund Support in Budget **	Total FTE
TOTAL	20,810,092	5,928,928	19,070,750	10,015,137	128,404,766	3,075,879	19,699,000	1,448,469	21,373,635	272,247,342	7,728,483	342.2
<i>FY 22-23 Budget (Amended)</i>	17,770,199	5,955,727	20,519,357	5,892,889	125,507,961	3,005,518	20,594,969	2,382,328	3,807,407	253,128,542	7,873,867	345.2
<i>\$ Increase (Decrease)</i>	3,039,893	(26,799)	(1,448,607)	4,122,248	2,896,805	70,361	(895,969)	(933,859)	17,566,228	19,118,800	(145,384)	(3.0)
<i>% Increase (Decrease)</i>	17.1%	-0.4%	-7.1%	70.0%	2.3%	2.3%	-4.4%	-39.2%	461.4%	7.6%	-1.8%	-0.9%

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

30-Transportation & Development (DTD) [50-History] / 208-Lottery Fund Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	815,988	745,943	654,002	1,002,242	1,197,898	543,896	83%
Federal, State, Local, All Other Gifts & Donations	116,451	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,025,750	1,257,519	922,704	905,228	994,820	72,116	8%
Operating Revenue	1,142,201	1,257,519	922,704	905,228	1,086,859	164,155	18%
Total Revenue	1,958,189	2,003,462	1,576,706	1,907,470	2,284,757	708,051	45%
Personnel Services	976,008	831,666	1,069,042	554,918	686,490	(382,552)	-36%
Materials and Services	235,717	169,554	270,190	154,654	719,616	449,426	166%
Capital Outlay	520	-	-	-	-	-	-
Operating Expenditure	1,212,246	1,001,220	1,339,232	709,572	1,406,106	66,874	5%
Contingency	-	-	237,474	-	135,900	(101,574)	-43%
Reserve for Future Expenditures	-	-	-	-	742,750	742,750	-
Total Expense	1,212,246	1,001,220	1,576,706	709,572	2,284,756	708,050	45%
Revenues Less Expenses	745,943	1,002,242	-	1,197,898	-	-	

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

30-Transportation & Development (DTD) / 215-Road Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	32,237,645	51,627,826	49,602,975	53,138,868	48,147,496	(1,455,479)	-3%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	33,462,552	40,272,526	50,081,630	51,821,812	50,369,906	288,276	1%
Charges, Fees, License, Permits, Fines, Assessments	15,337,372	16,178,150	14,950,666	15,688,930	15,714,296	763,630	5%
Revenue from Bonds & Other Debts	20,286,653	128,451	123,410	55,000	179,104	55,694	45%
All Other Revenue Resources	448,606	314,567	3,791,621	3,703,493	527,685	(3,263,936)	-86%
Other Interfund Transfers	842,719	-	1,006,373	893,757	5,553,296	4,546,923	452%
General Fund Support	-	165,105	-	-	257,961	257,961	-
Operating Revenue	70,377,902	57,058,799	69,953,700	72,162,992	72,602,248	2,648,548	4%
Total Revenue	102,615,547	108,686,625	119,556,675	125,301,860	120,749,744	1,193,069	1%
Personnel Services	15,955,828	15,461,529	19,453,399	13,603,509	20,300,921	847,522	4%
Materials and Services	13,013,961	14,435,855	23,648,730	25,485,527	26,988,870	3,340,140	14%
Capital Outlay	16,678,422	19,286,611	36,228,045	31,316,914	32,123,518	(4,104,527)	-11%
Operating Expenditure	45,648,211	49,183,994	79,330,174	70,405,950	79,413,309	83,135	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	4,340,417	5,083,357	4,975,000	4,792,480	6,158,754	1,183,754	24%
Transfers	999,093	1,280,406	2,059,750	1,955,934	2,567,585	507,835	25%
Contingency	-	-	12,283,817	-	17,175,005	4,891,188	40%
Reserve for Future Expenditures	-	-	20,907,935	-	15,435,092	(5,472,843)	-26%
Total Expense	50,987,721	55,547,757	119,556,676	77,154,364	120,749,745	1,193,069	1%
Revenues Less Expenses	51,627,826	53,138,868	-	48,147,496	-	-	

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

30-Transportation & Development (DTD) / 230-Special Grants Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	176,770	95,000	95,000	1,534,635	1,439,635	1515%
Operating Revenue	-	176,770	95,000	95,000	1,573,635	1,478,635	1556%
Total Revenue	-	176,770	95,000	95,000	1,573,635	1,478,635	1556%
Personnel Services	-	176,770	-	-	-	-	-
Materials and Services	-	-	95,000	95,000	441,400	346,400	365%
Capital Outlay	-	-	-	-	1,132,235	1,132,235	-
Operating Expenditure	-	176,770	95,000	95,000	1,573,635	1,478,635	1556%
Total Expense	-	176,770	95,000	95,000	1,573,635	1,478,635	1556%
Revenues Less Expenses	-	-	-	-	-	-	

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

30-Transportation & Development (DTD) / 770-Fleet Services Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	626,179	423,968	454,627	446,076	471,387	16,760	4%
Federal, State, Local, All Other Gifts & Donations	5,937	-	-	125,700	154,200	154,200	-
Charges, Fees, License, Permits, Fines, Assessments	5,658,265	6,313,107	5,845,850	6,107,356	7,224,550	1,378,700	24%
Revenue from Bonds & Other Debts	68,381	19,674	32,120	36,000	35,000	2,880	9%
All Other Revenue Resources	2,954	565	6,960	5,597	5,704	(1,256)	-18%
Other Interfund Transfers	-	-	100,000	-	-	(100,000)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,735,536	6,333,346	5,984,930	6,274,653	7,419,454	1,434,524	24%
Total Revenue	6,361,715	6,757,314	6,439,557	6,720,729	7,890,841	1,451,284	23%
Personnel Services	2,596,860	2,612,521	2,770,744	2,314,339	3,082,323	311,579	11%
Materials and Services	3,214,059	3,689,211	3,375,010	3,835,003	4,204,717	829,707	25%
Capital Outlay	126,827	9,507	200,000	100,000	100,000	(100,000)	-50%
Operating Expenditure	5,937,747	6,311,239	6,345,754	6,249,342	7,387,040	1,041,286	16%
Contingency	-	-	93,803	-	503,801	409,998	437%
Total Expense	5,937,747	6,311,239	6,439,557	6,249,342	7,890,841	1,451,284	23%
Revenues Less Expenses	423,968	446,076	-	471,387	-	-	

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

**50-Transportation & Development (DTD) [60-History] / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	3,453,819	2,740,759	2,504,862	2,669,078	3,509,792	1,004,930	40%
Federal, State, Local, All Other Gifts & Donations	678,024	542,000	588,630	1,007,009	779,088	190,458	32%
Charges, Fees, License, Permits, Fines, Assessments	1,673,524	1,533,270	704,100	769,708	1,877,333	1,173,233	167%
Revenue from Bonds & Other Debts	2,453	-	-	-	-	-	-
All Other Revenue Resources	2,017,567	2,158,737	2,101,550	2,229,074	2,226,121	124,571	6%
Other Interfund Transfers	1,702,733	-	-	-	-	-	-
General Fund Support	-	1,742,710	1,627,428	1,627,428	1,627,428	-	0%
Operating Revenue	6,074,301	5,976,717	5,021,708	5,633,219	6,509,970	1,488,262	30%
Total Revenue	9,528,120	8,717,476	7,526,570	8,302,297	10,019,762	2,493,192	33%
Personnel Services	4,161,951	3,996,353	3,828,194	2,706,596	4,700,753	872,559	23%
Materials and Services	2,174,356	2,007,437	1,957,597	2,085,909	2,584,285	626,688	32%
Capital Outlay	106,055	869	-	-	-	-	-
Operating Expenditure	6,442,362	6,004,659	5,785,791	4,792,505	7,285,038	1,499,247	26%
Transfers	345,000	45,000	-	-	76,000	76,000	-
Contingency	-	-	655,634	-	699,335	43,701	7%
Reserve for Future Expenditures	-	-	1,085,146	-	1,959,390	874,244	81%
Total Expense	6,787,362	6,049,659	7,526,571	4,792,505	10,019,763	2,493,192	33%
Revenues Less Expenses	2,740,758	2,667,817	-	3,509,792	-	-	

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

50-Transportation & Development (DTD) / 212-Library Network

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	5,682,956	5,741,828	5,152,239	8,173,996	6,818,540	1,666,301	32%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	2,366,744	5,297,174	3,216,819	2,467,390	3,984,008	767,189	24%
Charges, Fees, License, Permits, Fines, Assessments	272,287	1,142,817	141,996	201,650	215,154	73,158	52%
Revenue from Bonds & Other Debts	-	-	15,400,000	-	-	(15,400,000)	-100%
All Other Revenue Resources	825,024	750,946	969,131	914,451	989,103	19,972	2%
Other Interfund Transfers	2,095,853	-	-	-	5,191,673	5,191,673	-
General Fund Support	-	3,153,818	2,906,620	4,206,620	2,776,689	(129,931)	-4%
Operating Revenue	5,559,907	10,344,754	22,634,566	7,790,111	13,156,627	(9,477,939)	-42%
Total Revenue	11,242,864	16,086,583	27,786,805	15,964,107	19,975,167	(7,811,638)	-28%
Personnel Services	2,710,962	3,036,768	3,262,279	2,972,190	3,463,004	200,725	6%
Materials and Services	2,468,202	3,083,249	2,700,109	2,393,377	2,545,539	(154,570)	-6%
Capital Outlay	321,871	942,570	18,566,020	3,718,000	10,800,000	(7,766,020)	-42%
Operating Expenditure	5,501,036	7,062,587	24,528,408	9,083,567	16,808,543	(7,719,865)	-31%
Debt Service	-	-	302,241	-	-	(302,241)	-100%
Special Payments	-	850,000	850,000	62,000	67,000	(783,000)	-92%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	225,908	-	957,954	732,046	324%
Reserve for Future Expenditures	-	-	1,880,247	-	2,141,671	261,424	14%
Total Expense	5,501,036	7,912,587	27,786,804	9,145,567	19,975,168	(7,811,636)	-28%
Revenues Less Expenses	5,741,828	8,173,996	-	6,818,540	-	-	

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

50-Transportation & Development (DTD) / 218-Property Resources Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	2,424,019	2,414,150	2,326,718	2,129,778	2,062,321	(264,397)	-11%
Charges, Fees, License, Permits, Fines, Assessments	300,000	-	300,000	300,000	400,000	100,000	33%
Revenue from Bonds & Other Debts	-	10,500	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	20,711	20,711	-
Operating Revenue	300,000	10,500	300,000	300,000	420,711	120,711	40%
Total Revenue	2,724,019	2,424,650	2,626,718	2,429,778	2,483,032	(143,686)	-5%
Personnel Services	153,117	81,428	158,954	158,481	175,412	16,458	10%
Materials and Services	156,751	213,443	201,368	208,976	217,500	16,132	8%
Capital Outlay	-	-	610,000	-	5,000	(605,000)	-99%
Operating Expenditure	309,868	294,871	970,322	367,457	397,912	(572,410)	-59%
Special Payments	-	-	60,000	-	60,000	-	0%
Transfers	-	-	100,000	-	-	(100,000)	-100%
Contingency	-	-	98,500	-	756,391	657,891	668%
Reserve for Future Expenditures	-	-	1,397,896	-	1,268,729	(129,167)	-9%
Total Expense	309,868	294,871	2,626,718	367,457	2,483,032	(143,686)	-5%
Revenues Less Expenses	2,414,150	2,129,779	-	2,062,321	-	-	

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

50-Transportation & Development (DTD) / 230-Special Grants Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	145,860	62,407	199,088	15,000,000	14,937,593	23936%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	145,860	62,407	199,088	15,000,000	14,937,593	23936%
Total Revenue	-	145,860	62,407	199,088	15,000,000	14,937,593	23936%
Personnel Services	-	8,267	-	-	-	-	-
Capital Outlay	-	137,593	62,407	199,088	15,000,000	14,937,593	23936%
Operating Expenditure	-	145,860	62,407	199,088	15,000,000	14,937,593	23936%
Total Expense	-	145,860	62,407	199,088	15,000,000	14,937,593	23936%
Revenues Less Expenses	-	-	-	-	-	-	-

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

50-Transportation & Development (DTD) / 257-Parks & Forestry Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget :
Beginning Fund Balance	4,265,180	3,636,132	3,087,749	3,096,275	3,162,124	74,375	2%
Federal, State, Local, All Other Gifts & Donation	783,534	603,975	1,151,611	1,159,406	951,787	(199,824)	-17%
Charges, Fees, License, Permits, Fines, Assessm	1,200,309	1,063,060	1,384,517	1,099,844	1,126,750	(257,767)	-19%
Revenue from Bonds & Other Debts	6,165	559,212	655,200	270,000	622,020	(33,180)	-5%
All Other Revenue Resources	253,915	276,816	1,938,569	263,217	2,040,815	102,246	5%
Other Interfund Transfers	206,411	45,000	325,746	321,000	701,000	375,254	115%
General Fund Support	-	153,910	220,200	220,200	-	(220,200)	-100%
Operating Revenue	2,450,333	2,701,973	5,675,843	3,333,667	5,442,372	(233,471)	-4%
Total Revenue	6,715,513	6,338,104	8,763,592	6,429,942	8,604,496	(159,096)	-2%
Personnel Services	1,560,085	1,550,666	1,809,998	1,540,098	1,771,501	(38,497)	-2%
Materials and Services	1,081,231	1,488,699	1,493,014	1,238,130	1,607,441	114,427	8%
Capital Outlay	438,066	202,463	1,763,177	489,590	1,051,999	(711,178)	-40%
Operating Expenditure	3,079,382	3,241,829	5,066,189	3,267,818	4,430,941	(635,248)	-13%
Special Payments	-	-	2,000	-	-	(2,000)	-100%
Transfers	-	-	-	-	400,000	400,000	-
Contingency	-	-	188,482	-	623,983	435,501	231%
Reserve for Future Expenditures	-	-	3,506,920	-	3,149,571	(357,349)	-10%
Total Expense	3,079,382	3,241,829	8,763,591	3,267,818	8,604,495	(159,096)	-2%
Revenues Less Expenses	3,636,132	3,096,275	-	3,162,124	-	-	

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

50-Transportation & Development (DTD) / 601-Stone Creek Golf Course
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	1,349,214	2,188,398	1,699,237	2,845,189	2,659,381	960,144	57%
Charges, Fees, License, Permits, Fines, Assessments	3,431,781	3,511,023	2,800,000	3,247,600	3,247,600	447,600	16%
All Other Revenue Resources	17,106	215,784	10,000	20,933	43,201	33,201	332%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,448,887	3,726,808	2,810,000	3,268,533	3,290,801	480,801	17%
Total Revenue	4,798,101	5,915,205	4,509,237	6,113,722	5,950,182	1,440,945	32%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	2,580,562	2,735,454	2,929,108	3,029,341	3,135,783	206,675	7%
Capital Outlay	29,141	334,562	100,000	150,000	1,650,000	1,550,000	1550%
Operating Expenditure	2,609,703	3,070,017	3,029,108	3,179,341	4,785,783	1,756,675	58%
Special Payments	-	-	1,000	-	-	(1,000)	-100%
Transfers	-	-	275,000	275,000	225,000	(50,000)	-18%
Contingency	-	-	382,836	-	939,399	556,563	145%
Reserve for Future Expenditures	-	-	821,293	-	-	(821,293)	-100%
Total Expense	2,609,703	3,070,017	4,509,237	3,454,341	5,950,182	1,440,945	32%
Revenues Less Expenses	2,188,398	2,845,189	-	2,659,381	-	-	

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

60-Transportation & Development (DTD) / 100-General Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	1,743,033	673,115	434,430	400,966	998,747	564,317	130%
Federal, State, Local, All Other Gifts & Donations	95,621	107,836	-	-	261,269	261,269	-
Charges, Fees, License, Permits, Fines, Assessment	1,656,282	1,855,398	2,049,800	2,089,855	2,055,648	5,848	0%
All Other Revenue Resources	23,039	8,720	7,950	225	300	(7,650)	-96%
Other Interfund Transfers	2,176,932	-	131,830	-	-	(131,830)	-100%
General Fund Support	-	2,869,485	3,119,619	3,054,389	2,974,366	(145,253)	-5%
Operating Revenue	3,951,873	4,841,439	5,309,199	5,144,469	5,291,583	(17,616)	0%
Total Revenue	5,694,906	5,514,554	5,743,629	5,545,435	6,290,330	546,701	10%
Personnel Services	3,475,440	3,443,801	3,938,088	2,927,724	3,919,007	(19,081)	0%
Materials and Services	1,976,268	1,633,746	1,712,745	1,595,752	1,776,581	63,836	4%
Capital Outlay	9,111	-	66,830	23,212	66,830	-	0%
Operating Expenditure	5,460,819	5,077,547	5,717,663	4,546,688	5,762,418	44,755	1%
Contingency	-	-	25,965	-	369,504	343,539	1323%
Reserve for Future Expenditures	-	-	-	-	158,409	158,409	-
Total Expense	5,460,819	5,077,547	5,743,628	4,546,688	6,290,331	546,703	10%
Revenues Less Expenses	234,087	437,006	-	998,747	-	-	

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

*General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.

60-Transportation & Development (DTD) / 205-Development Services Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	10,522,678	10,720,338	11,219,147	11,647,315	11,234,875	15,728	0%
Federal, State, Local, All Other Gifts & Donation	4,474	2,164	-	22,500	40,767	40,767	-
Charges, Fees, License, Permits, Fines, Assessm	9,196,509	10,059,009	9,082,920	8,524,854	7,566,838	(1,516,082)	-17%
Revenue from Bonds & Other Debts	-	700	3,250	3,250	2,000	(1,250)	-38%
All Other Revenue Resources	188,616	130,771	214,040	193,545	226,270	12,230	6%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	9,389,599	10,192,645	9,300,210	8,744,149	7,835,875	(1,464,335)	-16%
Total Revenue	19,912,276	20,912,983	20,519,357	20,391,464	19,070,750	(1,448,607)	-7%
Personnel Services	6,132,196	6,117,649	7,892,151	6,315,217	7,837,189	(54,962)	-1%
Materials and Services	2,678,236	3,141,264	2,722,290	2,683,372	3,192,490	470,200	17%
Capital Outlay	381,256	5,490	122,000	158,000	114,000	(8,000)	-7%
Operating Expenditure	9,191,688	9,264,404	10,736,441	9,156,589	11,143,679	407,238	4%
Contingency	-	-	1,331,548	-	2,313,490	981,942	74%
Reserve for Future Expenditures	-	-	8,451,369	-	5,613,581	(2,837,788)	-34%
Total Expense	9,191,688	9,264,404	20,519,358	9,156,589	19,070,750	(1,448,608)	-7%
Revenues Less Expenses	10,720,588	11,648,579	-	11,234,875	-	-	

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

60-Transportation & Development (DTD) [65-History] / 208-Lottery Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	3,340,940	4,542,305	1,476,183	5,213,008	5,209,681	3,733,498	253%
Federal, State, Local, All Other Gifts & Donation	9,348,001	5,002,721	2,100,000	2,355,972	2,379,532	279,532	13%
Charges, Fees, License, Permits, Fines, Assessm	56,516	17,328	10,000	10,000	10,300	300	3%
All Other Revenue Resources	50,024	26,233	30,000	60,000	130,867	100,867	336%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	9,454,541	5,046,282	2,140,000	2,425,972	2,520,699	380,699	18%
Total Revenue	12,795,481	9,588,587	3,616,183	7,638,980	7,730,380	4,114,197	114%
Personnel Services	480,602	312,731	739,743	681,549	1,029,384	289,641	39%
Materials and Services	955,231	671,171	1,520,670	1,098,100	1,176,743	(343,927)	-23%
Capital Outlay	-	-	-	-	-	-	-
Operating Expenditure	1,435,833	983,902	2,260,413	1,779,649	2,206,127	(54,286)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	6,754,342	3,320,500	1,060,916	586,650	1,030,000	(30,916)	-3%
Transfers	63,000	63,000	63,000	63,000	-	(63,000)	-100%
Contingency	-	-	231,854	-	500,000	268,146	116%
Reserve for Future Expenditures	-	-	-	-	3,994,253	3,994,253	-
Total Expense	8,253,175	4,367,402	3,616,183	2,429,299	7,730,380	4,114,197	114%
Revenues Less Expenses	4,542,305	5,221,185	-	5,209,681	-	-	

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

60-Transportation & Development (DTD) / 215-Road Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	330,161	979	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donation	2,220,474	2,550,519	5,097,493	2,781,335	6,819,853	1,722,360	34%
Charges, Fees, License, Permits, Fines, Assessm	724,236	694,700	787,610	816,443	806,669	19,059	2%
Revenue from Bonds & Other Debts	-	14,536	1,183	-	3,500	2,317	196%
All Other Revenue Resources	-	-	65,000	42,055	25,000	(40,000)	-62%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,944,710	3,259,755	5,951,286	3,639,833	7,655,022	1,703,736	29%
Total Revenue	3,274,870	3,260,734	5,951,286	3,639,833	7,655,022	1,703,736	29%
Personnel Services	2,544,737	2,647,360	3,089,725	2,363,349	3,607,816	518,091	17%
Materials and Services	548,269	611,664	2,796,560	1,128,699	3,972,204	1,175,644	42%
Capital Outlay	180,885	1,710	65,000	147,785	75,000	10,000	15%
Operating Expenditure	3,273,891	3,260,734	5,951,285	3,639,833	7,655,020	1,703,735	29%
Total Expense	3,273,891	3,260,734	5,951,285	3,639,833	7,655,020	1,703,735	29%
Revenues Less Expenses	979	-	-	-	-	-	-

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

60-Transportation & Development (DTD) / 224-Public Land Cor Pres Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	1,049,673	1,508,968	1,507,328	1,471,280	1,044,189	(463,139)	-31%
Federal, State, Local, All Other Gifts & Donations	7,655	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,137,332	791,452	875,000	449,200	404,280	(470,720)	-54%
Revenue from Bonds & Other Debts	7,756	-	-	-	-	-	-
All Other Revenue Resources	13,135	7,903	-	925	-	-	-
Operating Revenue	1,165,878	799,355	875,000	450,125	404,280	(470,720)	-54%
Total Revenue	2,215,550	2,308,324	2,382,328	1,921,405	1,448,469	(933,859)	-39%
Personnel Services	541,720	658,485	838,404	697,266	858,589	20,185	2%
Materials and Services	164,862	168,058	228,510	179,950	210,138	(18,372)	-8%
Capital Outlay	-	10,500	-	-	-	-	-
Operating Expenditure	706,582	837,043	1,066,914	877,216	1,068,727	1,813	0%
Contingency	-	-	275,000	-	160,309	(114,691)	-42%
Reserve for Future Expenditures	-	-	1,040,414	-	219,433	(820,981)	-79%
Total Expense	706,582	837,043	2,382,328	877,216	1,448,469	(933,859)	-39%
Revenues Less Expenses	1,508,968	1,471,280	-	1,044,189	-	-	

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

**80-Misc/Pass-Through [60-History] / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donation	-	-	-	32,400	-	-	-
Charges, Fees, License, Permits, Fines, Assessm	-	2,906,010	4,500,000	4,467,600	4,500,000	-	0%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	2,906,010	4,500,000	4,500,000	4,500,000	-	0%
Total Revenue	-	2,906,010	4,500,000	4,500,000	4,500,000	-	0%
Special Payments	-	2,906,010	4,500,000	4,500,000	4,500,000	-	0%
Total Expense	-	2,906,010	4,500,000	4,500,000	4,500,000	-	0%
Revenues Less Expenses	-	-	-	-	-	-	-

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

80-Misc/Pass-Through [50-History] / 201-County Fair Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	390,926	456,009	3,645,293	802,293	324,162	(3,321,131)	-91%
Federal, State, Local, All Other Gifts & Donations	245,454	251,231	53,167	2,843,167	3,120,944	3,067,777	5770%
Charges, Fees, License, Permits, Fines, Assessments	4,504	685,844	544,500	544,500	725,500	181,000	33%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	399,440	1,118,720	1,159,501	1,159,501	1,169,092	9,591	1%
Other Interfund Transfers	507,454	516,588	553,266	553,266	589,230	35,964	7%
Operating Revenue	1,156,852	2,572,383	2,310,434	5,100,434	5,604,766	3,294,332	143%
Total Revenue	1,547,777	3,028,393	5,955,727	5,902,727	5,928,928	(26,799)	0%
Personnel Services	367,075	628,983	644,233	644,233	807,000	162,767	25%
Materials and Services	675,398	1,478,389	1,282,787	1,275,857	1,608,625	325,838	25%
Capital Outlay	49,295	116,630	3,662,475	3,657,475	3,242,777	(419,698)	-11%
Operating Expenditure	1,091,768	2,224,002	5,589,495	5,577,565	5,658,402	68,907	1%
Special Payments	-	2,097	1,000	1,000	2,000	1,000	100%
Contingency	-	-	365,232	-	268,526	(96,706)	-26%
Total Expense	1,091,768	2,226,099	5,955,727	5,578,565	5,928,928	(26,799)	0%
Revenues Less Expenses	456,009	802,293	-	324,162	-	-	

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

80-Misc/Pass-Through [50-History] / 218-Property Resources Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	215,860	81,337	-	288,647	317,847	317,847	-
All Other Revenue Resources	168,374	214,737	378,800	408,000	275,000	(103,800)	-27%
Operating Revenue	168,374	214,737	378,800	408,000	275,000	(103,800)	-27%
Total Revenue	384,234	296,074	378,800	696,647	592,847	214,047	57%
Personnel Services	-	4,411	-	-	-	-	-
Materials and Services	302,897	3,017	303,800	303,800	403,800	100,000	33%
Capital Outlay	-	-	-	-	-	-	-
Operating Expenditure	302,897	7,428	303,800	303,800	403,800	100,000	33%
Special Payments	-	-	75,000	75,000	189,047	114,047	152%
Total Expense	302,897	7,428	378,800	378,800	592,847	214,047	57%
Revenues Less Expenses	81,337	288,645	-	317,847	-	-	

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

80-Misc/Pass-Through [30-History] / 223-Countywide Transportation SDC Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	15,904,310	18,088,294	17,844,219	18,100,528	17,776,800	(67,419)	0%
Charges, Fees, License, Permits, Fines, Assessments	2,530,551	1,241,867	2,550,750	1,020,702	1,772,200	(778,550)	-31%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	184,793	69,338	200,000	151,200	150,000	(50,000)	-25%
Operating Revenue	2,715,344	1,311,204	2,750,750	1,171,902	1,922,200	(828,550)	-30%
Total Revenue	18,619,654	19,399,499	20,594,969	19,272,430	19,699,000	(895,969)	-4%
Materials and Services	107,303	140,971	159,990	93,170	370,488	210,498	132%
Capital Outlay	12,930	81,339	300,100	215,000	-	(300,100)	-100%
Operating Expenditure	120,233	222,310	460,090	308,170	370,488	(89,602)	-19%
Special Payments	8,832	1,076,661	-	-	-	-	-
Transfers	402,294	-	1,100,000	1,187,460	3,987,711	2,887,711	263%
Contingency	-	-	2,000,000	-	5,500,000	3,500,000	175%
Reserve for Future Expenditures	-	-	17,034,879	-	9,840,801	(7,194,078)	-42%
Total Expense	531,360	1,298,971	20,594,969	1,495,630	19,699,000	(895,969)	-4%
Revenues Less Expenses	18,088,294	18,100,528	-	17,776,800	-	-	

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

80-Misc/Pass-Through / 230-Special Grants Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	293,954	-	-	4,800,000	4,800,000	-
Total Revenue	-	293,954	-	-	4,800,000	4,800,000	-
Personnel Services	-	293,954	-	-	-	-	-
Capital Outlay	-	-	-	-	4,800,000	4,800,000	-
Operating Expenditure	-	293,954	-	-	4,800,000	4,800,000	-
Total Expense	-	293,954	-	-	4,800,000	4,800,000	-
Revenues Less Expenses	-	-	-	-	-	-	-

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

Significant Policy and/or Financial Issues

Description	Impact
<p>Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY2023/24.</p>	<p>Strong Infrastructure</p>
<p>Over \$7M of resurfacing projects:</p> <ul style="list-style-type: none"> • 6.77 miles of paving • 57 miles of preventative maintenance (chip seal/slurry seal) 	<p>Strong Infrastructure</p>
<p>Added regional coordination program to provide coordination and strategic planning efforts with cities, regional, and state partners.</p> <p>Staff in this program will offer project management services and pursue grant funding.</p>	<p>Vibrant Economy Accountable Government</p>

End of Presentation

Thank you



Line of Business Name	Program Name	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		100-General Fund	201-County Fair Fund	205-Development Services Fund	208-Lottery Fund	212-Library Network	215-Road Fund
Administrative Services	Office of the Director				2,284,757		2,044,346
Fleet Services	Fleet Management						
Fleet Services	Vehicle Maintenance & Repair						
Transportation Services	Traffic Safety						6,585,182
Transportation Services	Transportation Engineering & Construction						21,813,627
Transportation Services	Transportation Maintenance						53,201,590
Transportation Services	Community Road Fund						30,461,421
Transportation Services	Damascus Roads						6,643,578
Transportation Services	Countywide TSDC Area						
Transportation Services	HV Joint TSDC Subarea						
Transportation Services	Fleet						
BCS Administration	Office of the Director				-		
BCS Administration	Financial Management & Analysis				-		
Assets	Forestry						
Assets	Property Disposition						
Assets	Tax, Title, Land						
County Parks & Golf	County Parks						
County Parks & Golf	Stone Creek Golf Club						
Fair & Event Center	County Events Center		-				
Fair & Event Center	County Fair & Rodeo		-				
Community Services	Gladstone Library					3,233,589	
Community Services	Library Support Services					5,804,209	
Community Services	Oak Lodge Library					10,937,369	
Community Services	Code Enforcement	1,345,901					
Community Services	Dog Services	3,002,513					
Community Services	Sustainability & Solid Waste	5,671,348					
Community Services	County Parks						
Community Services	Forestry						
Community Services	Property Disposition						
Development Services	County Surveyor	1,283,586					
Development Services	Land Use, Development Review & Permitting	-					
Development Services	Long-Range Planning	-					
Development Services	Public Land Corner						
Development Services	Current Planning	4,124,809					
Development Services	Building Codes			17,757,716			
Development Services	Septic			1,313,034			
Development Services	Revenue Collected on Behalf of Other Agencies	-					
Development Services	Development Engineering						2,882,112
Livable Communities	Code Enforcement	-					
Livable Communities	Dog Services	-					
Livable Communities	Sustainability & Solid Waste	-					
Visioning Services	Long Range Planning	881,935					1,628,132
Visioning Services	Regional Policy Coordination						3,144,778
Visioning Services	Office of Economic Development				7,730,380		
Economic Development Line of Business	Economic Development				-		
Economic Development Line of Business	Land Bank Authority				-		
TDCS Accounting Programs	County Event Center		5,928,928				
TDCS Accounting Programs	Tax Title Land						
TDCS Accounting Programs	\$ Coll On Behalf of Other Agcy	4,500,000					
TDCS Accounting Programs	Countywide TSDC						
TDCS Accounting Programs	HV Joint Area TSDC						
TOTAL		20,810,092	5,928,928	19,070,750	10,015,137	19,975,167	128,404,766
FY 22-23 Budget (Amended)		17,770,199	5,955,727	20,519,357	5,892,889	27,786,805	125,507,961
\$ Increase (Decrease)		3,039,893	(26,799)	(1,448,607)	4,122,248	(7,811,638)	2,896,805
% Increase (Decrease)		17.1%	-0.4%	-7.1%	70.0%	-28.1%	2.3%

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



Department of Transportation and Development (30/60)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		218-Property Resources Fund	223-Countywide Transportation SDC Fund	224-Public Land Cor Pres Fund	230-Special Grants Fund	257-Parks & Forestry Fund	601-Stone Creek Golf Course	770-Fleet Services Fund	Total Budget	General Fund Support in Budget **	Total FTE	
Administrative Services	Office of the Director							4,329,103	350,000	9.7		
Fleet Services	Fleet Management							-	-	-		
Fleet Services	Vehicle Maintenance & Repair							-	-	-		
Transportation Services	Traffic Safety							6,585,182	-	12.1		
Transportation Services	Transportation Engineering & Construction				1,573,635			23,387,262	-	21.2		
Transportation Services	Transportation Maintenance							53,201,590	-	101.2		
Transportation Services	Community Road Fund							30,461,421	-	-		
Transportation Services	Damascus Roads							6,643,578	-	-		
Transportation Services	Countywide TSDC Area							-	-	-		
Transportation Services	HV Joint TSDC Subarea							-	-	-		
Transportation Services	Fleet						7,890,841	7,890,841	-	22.0		
BCS Administration	Office of the Director							-	-	-		
BCS Administration	Financial Management & Analysis							-	-	-		
Assets	Forestry							-	-	-		
Assets	Property Disposition							-	-	-		
Assets	Tax, Title, Land							-	-	-		
County Parks & Golf	County Parks							-	-	-		
County Parks & Golf	Stone Creek Golf Club							-	-	-		
Fair & Event Center	County Events Center							-	-	-		
Fair & Event Center	County Fair & Rodeo							-	-	-		
Community Services	Gladstone Library				6,000,000			9,233,589	-	4.7		
Community Services	Library Support Services							5,804,209	2,776,689	12.0		
Community Services	Oak Lodge Library				9,000,000			19,937,369	-	5.4		
Community Services	Code Enforcement							1,345,901	-	7.0		
Community Services	Dog Services							3,002,513	1,627,428	14.0		
Community Services	Sustainability & Solid Waste							5,671,348	-	12.9		
Community Services	County Parks					3,489,755	5,950,182	9,439,937	-	7.4		
Community Services	Forestry					5,114,741		5,114,741	-	2.6		
Community Services	Property Disposition	2,483,032						2,483,032	-	1.0		
Development Services	County Surveyor							1,283,586	408,073	6.5		
Development Services	Land Use, Development Review & Permitting							-	-	-		
Development Services	Long-Range Planning							-	-	-		
Development Services	Public Land Corner			1,448,469				1,448,469	-	5.5		
Development Services	Current Planning							4,124,809	2,116,293	14.6		
Development Services	Building Codes							17,757,716	-	43.1		
Development Services	Septic							1,313,034	-	6.3		
Development Services	Revenue Collected on Behalf of Other Agencies							-	-	-		
Development Services	Development Engineering							2,882,112	-	16.2		
Livable Communities	Code Enforcement							-	-	-		
Livable Communities	Dog Services							-	-	-		
Livable Communities	Sustainability & Solid Waste							-	-	-		
Visioning Services	Long Range Planning							2,510,067	450,000	7.7		
Visioning Services	Regional Policy Coordination							3,144,778	-	4.0		
Visioning Services	Office of Economic Development							7,730,380	-	5.5		
Economic Development Line of Business	Economic Development							-	-	-		
Economic Development Line of Business	Land Bank Authority							-	-	-		
TDCS Accounting Programs	County Event Center				4,800,000			10,728,928	-	-		
TDCS Accounting Programs	Tax Title Land	592,847						592,847	-	-		
TDCS Accounting Programs	\$ Coll On Behalf of Other Agcy							4,500,000	-	-		
TDCS Accounting Programs	Countywide TSDC		18,290,734					18,290,734	-	-		
TDCS Accounting Programs	HV Joint Area TSDC		1,408,266					1,408,266	-	-		
TOTAL		3,075,879	19,699,000	1,448,469	21,373,635	8,604,496	5,950,182	7,890,841	272,247,342	7,728,483	342.2	
FY 22-23 Budget (Amended)		3,005,518	20,594,969	2,382,328	3,807,407	8,763,592	4,702,233	6,439,557	253,128,542	7,873,867	345.2	
\$ Increase (Decrease)		70,361	(895,969)	(933,859)	17,566,228	(159,096)	1,247,949	1,451,284	19,118,800	(145,384)	(3.0)	
% Increase (Decrease)		2.3%	-4.4%	-39.2%	461.4%	-1.8%	26.5%	22.5%	7.6%	-1.8%	-0.9%	



Administrative Services

Office of the Director

Purpose Statement

Provide leadership, strategic direction + prioritization, financial management + communication services

Performance Narrative Statement

DTD Administration coordinates the budget process for each of the 33 Performance Clackamas programs within the department, six of which are pass-through programs with no Performance Clackamas plan. This includes each of the programs within this budget, plus our Urban Renewal, Street Lighting and Library District programs. This increase in total programs from past years is due to the merger of the Business & Community Services and Transportation & Development departments. Staff in this work group provide managerial oversight, financial monitoring, human resources coordination and support services, coordinate the annual review of our strategic plan update, lead policy coordination, plus transportation services and development services at a local and regional level in support of local goals.

- DTD Administration continues to assess general fund reduction options throughout the organization, these funds provide vital support to a number of the department's community facing programs, which provide needed services to the residents of Clackamas County. The assessment has included a review of the services provided by the department to determine those required by state or local statute and prioritized by the Board of County Commissioners, and available funding mechanisms, to right-size service delivery to available funding.
- Following the feedback from the Employee Engagement survey and as a part of the BCS/DTD merger, DTD Administration has focused on refining department structure. The department is adding specificity to program definitions and grouping programs that more efficiently align within shared lines of business.
- DTD is Identifying administrative efficiencies and defining departmental expectations and aligning policies and practices.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2025, 75% programs with a 2-5 year work plan in place ¹	59%	59%	65%	59%	75%
OUTPUT	# employee performance evaluations completed	262	259	247	217	295
CUSTOMER SERVICE	90% of people surveyed will continue to report they were happy with the level of service received from all programs	COVID	96%	90%	94%	90%
RATIO	Office of the Director FTE : Department FTE	4.5 FTE : 304.74 FTE	6 FTE : 308.74 FTE	6.7 FTE : 306.74 FTE	6.7 FTE : 301.7 FTE	9.7 FTE : 348.24 FTE
RATIO	Office of the Director Budget : Department Budget ³	\$1.8 M : \$214 M	\$2.01 M : \$231 M	\$1.9 M : \$235 M	\$1.5 M : \$235 M	\$4.3 M : \$345 M
RATIO	# employee performance evaluations completed : # employee performance evaluations due ²	90%	95%	90%	84%	295 : 346
RESULT	% of employees participating in safety training sessions each year [DTD]	57%	67%	45%	66%	DISCONTINUE
RESULT	% employees surveyed who say they have an understanding of the role BCS plays in providing essential services to the community [BCS]	0%	55%	75%	0%	DISCONTINUE
RESULT	% contract requests processed and submitted to Procurement within 3 business days of receipt [BCS]	97%	88%	95%	65%	DISCONTINUE

¹ DTD/BCS merger effective FY 2022-23.

² Previously reported as a percentage; beginning FY 2023/24 this will be reported as an output/ratio.

³ Finance prepared a supplemental budget to recognize ARPA lost revenue funds in FY21/22; this was removed from the results.



Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

Road official. Budget development. EOC support. Collective bargaining. Fiscal review/reporting.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	1,000	515,647	-	1,197,898	682,251	132%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	(78,883)	49,608	433,482	68,781	95,565	(337,917)	-78%
Charges, Fees, License, Permits, Fines, Assessments	1,903,771	1,729,797	1,544,540	1,582,211	2,685,640	1,141,100	74%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,000	700	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	350,000	350,000	-
Operating Revenue	1,825,888	1,780,105	1,978,022	1,650,992	3,131,205	1,153,183	58%
Total Revenue	1,825,888	1,781,105	2,493,669	1,650,992	4,329,103	1,835,434	74%
Personnel Services	1,158,702	1,112,348	1,222,027	901,226	1,902,489	680,462	56%
Materials and Services	666,186	668,757	755,996	749,766	1,487,959	731,963	97%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,824,888	1,781,105	1,978,023	1,650,992	3,390,448	1,412,425	71%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	231,830	-	-	(231,830)	-100%
Reserve for Future Expenditures	-	-	-	-	742,750	742,750	-
Contingency	-	-	283,817	-	195,905	(87,912)	-31%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,824,888	1,781,105	2,493,670	1,650,992	4,329,103	1,835,433	74%

Revenues Less Expenses 1,000 - - - -

Notes:
 Refining department structure and adding specificity to program definitions. Identifying administrative efficiencies. Defining departmental expectations and aligning policies and practices. Vacant Management Analyst 1 was moved out of DTD Admin. Vacant Director and Deputy Director were removed from BCS Admin and an Administrative Services Manager was repurposed as an Accountant 2. After a review of the BCS Indirect Model; 3-year phased plan for redistributing fund balance to BCS programs was developed.



Transportation Services

Fleet

Purpose Statement

Provide internal fleet management, vehicle + equipment maintenance, and vehicle rental services

Performance Narrative Statement

The Fleet Services Program provides comprehensive fleet management services to departments, programs and outside agencies who operate more than 1,300 vehicles and pieces of equipment. A primary focus of this program is to provide safe and efficient vehicles and equipment to our customers.

To ensure downtime of vehicles and equipment is kept as low as possible, our maintenance shops are open 20-hours per day, four days per week to provide a full range of maintenance and repair services. During emergency events our operating hours expand to provide 24-hour coverage 7 days per week to support our customer's emergency operation needs.

Fleet is working to reduce the generation of greenhouse gas emissions and increase the overall efficiency of Clackamas County fleet operations by:

- Replacing our 2009 and older diesel-powered heavy trucks by 2029 as required by Oregon HB2007.
- Encouraging the use of rental program pool vehicles to reduce the number of underutilized individual department owned vehicles.
- Updating the rental fleet by retiring older, less efficient vehicles.

We are using our performance measures to help us monitor and improve our ability to maintain desired levels of safety and efficiency while maximizing vehicle availability. Our goal is to partner with our customers to provide the necessary services and data to help them make informed business decisions to manage and use their fleet resources most efficiently.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2029, all diesel powered County heavy vehicles will be replaced or retrofitted per State law	NEW	NEW	NEW	NEW	17%
OUTPUT	# annual safety inspections performed	170	187	170	70	170
CUSTOMER SERVICE	90% of routine maintenance visits completed within 1 business day [oil change, fluids and safety inspection] ¹	5 days	5 days	1.25 days	2 days	90%
RATIO	# preventative maintenance visits performed on-schedule : Total # vehicles maintained	49%	46%	50%	45%	563 : 1,128
OPERATIONAL	50% motor pool vehicles driven more than 8,000 miles per year	0%	1%	25%	1%	25%
RESULT	% customers happy with the service they received	100%	100%	90%	100%	DISCONTINUE
RESULT	# roadside repairs	459	643	400	170	DISCONTINUE
RESULT	% new vehicles in customer possession within 30 calendar days of delivery	0%	24%	10%	32%	DISCONTINUE
RESULT	% department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year	18%	7%	25%	9%	DISCONTINUE
OUTPUT	Average age of motor pool vehicles available	15.48 years	14.4 years	12 years	15.75 years	DISCONTINUE
OUTPUT	# motor pool vehicles available for rental	27	21	30	23	DISCONTINUE
DEMAND	# department lease vehicles	101	90	110	88	DISCONTINUE
DEMAND	# department owned vehicles	151	169	220	163	DISCONTINUE

¹ Previously reported as average # of days and separated by light/heavy fleet; beginning FY 2023/24 this will be reported as a percentage.

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	471,387	471,387	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	154,200	154,200	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	7,224,550	7,224,550	-
Revenue from Bonds & Other Debts	-	-	-	-	35,000	35,000	-
All Other Revenue Resources	-	-	-	-	5,704	5,704	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	7,419,454	7,419,454	-
Total Revenue	-	-	-	-	7,890,841	7,890,841	-
Personnel Services	-	-	-	-	3,082,323	3,082,323	-
Materials and Services	-	-	-	-	4,204,717	4,204,717	-
Capital Outlay	-	-	-	-	100,000	100,000	-
Operating Expense	-	-	-	-	7,387,040	7,387,040	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	503,801	503,801	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	7,890,841	7,890,841	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 Fleet moved operations to a new modern facility that will increase operational capabilities and improve the level of service they are able to provide to customers. ARPA funds are being used to purchase equipment for the new facility reducing costs to customers in future years. To stabilize revenue for the program, Fleet implemented a new Admin Fee; replacing the previous percentage fuel markup. Coordinating replacement of heavy equipment with diesel engines older than 2010 to comply with HB2007.



Transportation Services

Traffic Safety

Purpose Statement

Provide traffic operations + engineering services, safety-related education, and commercial vehicle inspections

Performance Narrative Statement

The Traffic Safety Program supports both infrastructure and non-infrastructure efforts in traffic safety and operations. All of this work is completed under a lens incorporating a public health, equity and a Safe Systems approach.

- Non-infrastructure work includes outreach to students, safety outreach at the County Fair and various safety campaigns, primarily focused on youth and pedestrian safety.
- Infrastructure related traffic operations work includes signing, striping, speed zoning, signal operations, advanced transportation technology and management, motor carrier education/enforcement.
- Safety analysis includes the use of Vision Zero Suite software allowing for full and comprehensive road network screening, diagnostics evaluation, countermeasure performance testing and benefit-to-cost ratio analysis. This provides a thoughtful and strategic approach to safety investments on our road system.

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero ¹	36 [2020]	30 [2021]	25 [2022]	13	0
OUTPUT	# of service requests closed (speed zones, vegetation, signing, guard rail, etc.)	661	607	700	338	700
CUSTOMER SERVICE	# of speed zone reductions completed annually	6	3	8	5	10
RATIO	# temporary radar speed feedback sign placements : # temporary radar speed feedback sign requests ²	0 : 3	10 : 15	8 : 8	3 : 5	16 : 10
RESULT	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024	3	7	8	0	DISCONTINUE

¹ Data reported by calendar year.

² Previously reported # of requests; not # of placements.

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding Yes



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

Shared Services: Infrastructure development is a state/county shared service.

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	120,364	89,112	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	2,388,898	2,950,020	5,338,765	4,191,799	6,197,782	859,017	16%
Charges, Fees, License, Permits, Fines, Assessments	234,356	235,609	308,469	413,889	327,900	19,431	6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	9,500	-	59,500	50,000	526%
Other Interfund Transfers	140,425	-	-	-	-	-	-
General Fund Support	-	165,105	-	-	-	-	-
Operating Revenue	2,763,679	3,350,734	5,656,734	4,605,688	6,585,182	928,448	16%
Total Revenue	2,884,043	3,439,846	5,656,734	4,605,688	6,585,182	928,448	16%
Personnel Services	1,578,648	1,554,295	1,904,995	1,488,678	1,986,763	81,768	4%
Materials and Services	551,813	858,928	1,811,010	1,664,084	1,553,376	(257,634)	-14%
Capital Outlay	664,469	1,026,623	1,940,730	1,452,926	3,045,043	1,104,313	57%
Operating Expense	2,794,931	3,439,846	5,656,735	4,605,688	6,585,182	928,447	16%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,794,931	3,439,846	5,656,735	4,605,688	6,585,182	928,447	16%

Revenues Less Expenses 89,112 - - - -

Notes:
 Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY2023/24. More than \$3.6M is programmed for 20 of the DTD projects in the Traffic Safety program: - 7 HB2017 Safety Projects - 6 Road Fund Safety Projects - 7 Planning Projects, Outreach Efforts and Safety Audits The staff in this program also manage projects in the Community Road Fund and Damascus Roads programs.



Transportation Services

Transportation Engineering & Construction

Purpose Statement

Provide survey + design, right-of-way, construction + project management services

Performance Narrative Statement

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

More than \$17.6M is programmed for 34 projects in various phases of Planning, Design & Construction in the Transportation Engineering & Construction program:

- 12 Bridge Projects
- 8 Road Projects
- 4 Safety Projects
- 4 Storm Drain Projects; including two ARPA funded storm water projects.
- 6 Bike/Ped Projects
- The staff in this program also manage projects in the Community Road Fund and Damascus Roads programs.

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	Complete Thiessen and El Camino ARPA funded storm drainage projects by 2025	NEW	NEW	NEW	NEW	31%
OUTPUT	# projects managed	37	36	36	36	34
OUTPUT	# road miles transferred	12.00	0.82	2.66	0.00	1.00
CUSTOMER SERVICE	90% completed Capital Improvement Plan (CIP) contracts completed before original contract completion date	74%	71%	90%	55%	90%
RATIO	# completed Capital Improvement Plan (CIP) contracts coming in under 110% of original contract value : # of completed CIP contracts ¹	87%	89%	90%	91%	23 : 25

¹ Previously reported as a percentage; beginning FY 2023/24 this will be reported as an output/ratio.

Program includes:

- Mandated Services Yes
- Shared Services Yes
- Grant Funding Yes



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

Shared Services: Infrastructure development is a state/county shared service.

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



300303-Transportation Engineering & Construction

BCC Priority Alignment: Strong Infrastructure

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	41,132	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	7,594,737	9,412,284	19,215,246	19,697,315	21,984,876	2,769,630	14%
Charges, Fees, License, Permits, Fines, Assessments	937,753	897,303	738,437	1,032,131	929,024	190,587	26%
Revenue from Bonds & Other Debts	-	-	-	5,000	-	-	-
All Other Revenue Resources	-	-	-	-	39,000	39,000	-
Other Interfund Transfers	191,127	-	50,323	-	434,362	384,039	763%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	8,723,617	10,309,587	20,004,006	20,734,446	23,387,262	3,383,256	17%
Total Revenue	8,723,617	10,350,719	20,004,006	20,734,446	23,387,262	3,383,256	17%
Personnel Services	3,050,724	2,922,557	3,566,684	2,749,336	3,733,840	167,156	5%
Materials and Services	171,329	1,834,521	1,822,189	4,023,134	6,019,834	4,197,645	230%
Capital Outlay	5,460,432	5,593,641	14,615,132	13,961,976	13,633,588	(981,544)	-7%
Operating Expense	8,682,485	10,350,719	20,004,005	20,734,446	23,387,262	3,383,257	17%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	8,682,485	10,350,719	20,004,005	20,734,446	23,387,262	3,383,257	17%

Revenues Less Expenses 41,132 - - - -

Notes:
 Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY2023/24. More than \$17.6M is programmed for 34 of the DTD projects in the Transportation Engineering & Construction program: - 12 Bridge Projects - 8 Road Projects - 4 Safety Projects - 4 Storm Drain Projects; including two ARPA funded storm water projects. - 6 Bike/Ped Projects The staff in this program also manage projects in the Community Road Fund and Damascus Roads programs.



Transportation Services Transportation Maintenance

Purpose Statement

Maintain + repair, preserve, and provide emergency response services for the transportation system

Performance Narrative Statement

The majority of the funding for this program comes from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees).

Over the next year, the revenue for this program will provide the resources needed to perform paving and other surface treatments, including 5 paving packages totaling 8.13 miles, 2 chip seal packages totaling 34.7 miles and 1 slurry package totaling 19.82 miles. Transportation Maintenance has developed a 5 year maintenance and rehabilitation plan providing guidance for a total of 62.65 miles of roadway to be resurfaced in 23/24.

While some roads will be improved above a PCI of 70, other roads are also deteriorating. Resources will also provide for drainage, vegetation, surface repair, signing, striping, signal, and bridge maintenance on our 1,400 mile road network. County crews will maintain 24-hour emergency response to inclement weather, natural disasters and will respond to more than 2,000 service requests, which will provide the travelling public increased driver safety, a reduction in insurance claims and reduced wear and tear on their vehicles. The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2025, improve the average condition of urban local county roads to a PCI (Pavement Condition Index) of 65 or higher	NEW	NEW	NEW	NEW	65
RESULT	Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index) or higher	NEW	NEW	NEW	NEW	70
OUTPUT	# miles plowed/sanded	4,951	11,542	12,000	2,372	12,000
OUTPUT	# miles treated with de-icer	2,268	1,578	2,200	3,450	2,200
CUSTOMER SERVICE	90% of service requests that are referred to Transportation Maintenance are responded to within 7 days ¹	2,490	2,471	2,300	1,342	90%
RATIO	\$ spent on resurfacing : # miles resurfaced ²	\$ not Reported : 24.18 miles	\$ not Reported : 4.87 miles	\$ not Reported : 6.06 miles	\$ not Reported : 5.8 miles	\$7.78 M : 62.65 miles
RESULT	Maintain the average condition of inspected bridges scored as good condition at 26% or higher	24%	22%	23%	22%	DISCONTINUE
RESULT	Maintain the average condition of inspected bridges scored as fair condition at 69% or higher	72%	74%	70%	74%	DISCONTINUE
RESULT	# county road miles with a PCI (Pavement Condition Index) below 70	295	157	300	157	DISCONTINUE
OUTPUT	# lineal feet striped	7,172,101	4,756,383	6,000,000	3,356,274	DISCONTINUE
DEMAND	Annual Cost of Illegal Dumping in the Right-of-Way	\$ 122,640	\$ 87,662	\$ 100,000	\$ 38,763	DISCONTINUE
DEMAND	# labor hours in emergency response mode	29,740	4,737	8,000	2,426	DISCONTINUE

¹ Previously reported # of service requests; beginning FY 2023/24 this will be reported as a percentage.

² Previously reported # miles resurfaced; not the cost of the resurfacing.

Program includes:

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



Explanation

Mandated Services:

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

Grant Funding:

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



300304-Transportation Maintenance
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	27,002,216	40,916,153	36,192,390	36,800,362	30,563,694	(5,628,696)	-16%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	22,691,962	26,877,651	23,451,707	26,559,838	21,140,941	(2,310,766)	-10%
Charges, Fees, License, Permits, Fines, Assessments	851,293	761,468	959,220	904,499	849,666	(109,554)	-11%
Revenue from Bonds & Other Debts	20,286,653	128,451	123,410	50,000	179,104	55,694	45%
All Other Revenue Resources	447,606	313,867	3,782,121	3,703,493	468,185	(3,313,936)	-88%
Other Interfund Transfers	300,000	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	44,577,515	28,081,437	28,316,458	31,217,830	22,637,896	(5,678,562)	-20%
Total Revenue	71,579,731	68,997,590	64,508,848	68,018,192	53,201,590	(11,307,258)	-18%
Personnel Services	10,167,754	9,979,062	12,759,693	8,464,269	13,364,319	604,626	5%
Materials and Services	10,321,261	8,318,636	13,864,885	14,924,833	15,355,478	1,490,593	11%
Capital Outlay	9,164,269	12,589,740	14,592,020	12,409,462	2,790,000	(11,802,020)	-81%
Operating Expense	29,653,285	30,887,438	41,216,598	35,798,564	31,509,797	(9,706,801)	-24%
Debt Service	-	-	-	-	-	-	-
Special Payments	11,200	29,384	100,000	100,000	100,000	-	0%
Transfers	999,093	1,280,406	1,827,920	1,555,934	2,567,585	739,665	40%
Reserve for Future Expenditures	-	-	11,364,330	-	10,409,208	(955,122)	-8%
Contingency	-	-	10,000,000	-	8,615,000	(1,385,000)	-14%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	30,663,578	32,197,228	64,508,848	37,454,498	53,201,590	(11,307,258)	-18%
Revenues Less Expenses	40,916,153	36,800,362	-	30,563,694	-		

Notes:

Over \$6M of resurfacing projects: • 6.77 miles of paving • 57 miles of preventative maintenance (chip seal/slurry seal) •Relocating operations will alleviate hazardous site conditions and improve response during weather related emergencies •Working to expand materials storage to improve response throughout the county •Purchasing enterprise asset management system to replace our current inventory system •Replacing heavy equipment with diesel engines that are older than 2010 to comply with HB2007



Transportation Services

Community Road Fund

Purpose Statement

Provide local funding for congestion relief, local road paving, and safety improvements on the transportation system

Performance Narrative Statement

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

On Nov. 12, 2019, the Board of Commissioners approved recommendations from the Community Road Fund Advisory Committee, the Traffic Safety Commission and staff regarding the projects that will receive Community Road Fund revenues over the next 5–8 years. In 2022, the Board of Commissioners approved a reduction in the rate charged on utility trailers, reducing the renewal fee to \$5/trailer/year.

Almost \$16M is programmed for 17 projects in the Community Road Fund:

- 7 Congestion Relief
- 1 Local Paving
- 5 Safety
- 4 Strategic Investment Fund (SIF)
- SIF funds are included for negotiated Jurisdictional Transfers; transferring maintenance of County roads to cities.

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2027, 75% of the originally selected CRF funded congestion relief projects will be completed	NEW	NEW	NEW	NEW	33%
OUTPUT	# local road miles paved with CRF funding	4.04	1.23	3.41	3.41	1.67
CUSTOMER SERVICE	\$ transferred to cities for investment on city road systems	\$ 3,895,875	\$ 4,036,825	\$ 4,533,396	\$ 2,222,110	\$ 4,533,396
RATIO	Total CRF Capital Project Costs (\$) : Non-CRF funding contributed (\$)	\$1.78 M : \$211,944	\$1.57 M : \$219,000	\$5.68 M : \$1,802,985	\$2.28 M : \$66,840	\$15.58 M : \$5.18 M
Output	\$ value of capital projects constructed	\$ 1,992,501	\$ 2,390,759	\$ 7,488,306	\$ 2,595,439	DISCONTINUE
Output	Strategic Investment Fund: \$ leveraged by \$ other funding for projects of mutual interest	\$8,184 : \$0	\$153,838 : \$0	\$597,557 : \$489,838	\$56,406 : \$13,925	DISCONTINUE
Output	Strategic Investment Fund: \$ to transfer # miles of roads to cities	\$433,342 : 0.82 miles	\$348,532 : 0.82 miles	\$553,706 : 1.97 miles	\$0 : 0 miles	DISCONTINUE

Program includes:

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



Explanation

Mandated Services:

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

Shared Services:

Infrastructure development is a state/county shared service.



300305-Community Road Fund
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,315,584	6,389,619	8,522,335	11,188,126	12,078,638	3,556,303	42%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	776	-	937,430	507,415	1,566,963	629,533	67%
Charges, Fees, License, Permits, Fines, Assessments	11,200,828	12,320,420	11,000,000	11,356,200	11,696,886	696,886	6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	211,168	-	956,050	893,757	5,118,934	4,162,884	435%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	11,412,772	12,320,420	12,893,480	12,757,372	18,382,783	5,489,303	43%
Total Revenue	12,728,356	18,710,039	21,415,815	23,945,498	30,461,421	9,045,606	42%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	1,199,640	2,436,484	5,378,770	4,062,330	3,214,893	(2,163,877)	-40%
Capital Outlay	809,881	31,456	3,200,940	2,712,050	12,602,122	9,401,182	294%
Operating Expense	2,009,521	2,467,940	8,579,710	6,774,380	15,817,015	7,237,305	84%
Debt Service	-	-	-	-	-	-	-
Special Payments	4,329,217	5,053,973	4,875,000	4,692,480	6,058,754	1,183,754	24%
Transfers	-	-	-	400,000	-	-	-
Reserve for Future Expenditures	-	-	6,461,105	-	2,085,652	(4,375,453)	-68%
Contingency	-	-	1,500,000	-	6,500,000	5,000,000	333%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	6,338,737	7,521,912	21,415,815	11,866,860	30,461,421	9,045,606	42%
Revenues Less Expenses	6,389,619	11,188,127	-	12,078,638	-		

Notes:

Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY2023/24. Almost \$16M is programmed for 17 projects in the Community Road Fund: - 7 Congestion Relief - 1 Local Paving - 5 Safety - 4 Strategic Investment Fund (SIF) - SIF funds are included for negotiated Jurisdictional Transfers; transferring maintenance of County roads to cities. An increased contingency reflects project cost and complexity in the current bid environment.



Transportation Services

Damascus Roads

Purpose Statement

Provide funding for transportation planning, design + construction, and maintenance services for roads in the prior city limits of Damascus

Performance Narrative Statement

This program tracks the use of State Highway Fund and Local Vehicle Registration Fee revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive both revenues for this area through 2026, based on PSU Population Forecasts. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits.

Almost \$1.5M is programmed for four projects in Damascus Roads:

- 1 Bridge Project
- 2 Road Projects
- 1 Safety Project

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

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2027, 30% of the Tier-1 Damascus area TSP projects will be completed	NEW	NEW	NEW	NEW	0%
OUTPUT	# service request responses	14	19	15	6	15
CUSTOMER SERVICE	\$ amount collected from state shared revenue sources	\$ 865,060	\$ 924,877	\$ 800,000	\$ 445,832	\$ 891,664
RESULT	Maintain the average condition of paved county roads within the boundaries of the former city of Damascus at 70 PCI (Pavement Condition Index) or higher	69	71	67	71	DISCONTINUE
OUTPUT	# safety projects completed	1	0	2	2	DISCONTINUE

Program includes:

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



Explanation

Mandated Services:

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

Shared Services:

Infrastructure development is a state/county shared service.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	3,799,480	4,190,810	4,372,603	5,150,380	5,505,164	1,132,561	26%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	865,060	1,089,696	800,000	891,664	918,414	118,414	15%
Charges, Fees, License, Permits, Fines, Assessments	209,371	233,554	400,000	400,000	220,000	(180,000)	-45%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,074,431	1,323,250	1,200,000	1,291,664	1,138,414	(61,586)	-5%
Total Revenue	4,873,912	5,514,060	5,572,603	6,442,044	6,643,578	1,070,975	19%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	103,732	318,530	110,880	156,380	518,346	407,466	367%
Capital Outlay	579,370	45,151	1,879,223	780,500	1,185,000	(694,223)	-37%
Operating Expense	683,102	363,680	1,990,103	936,880	1,703,346	(286,757)	-14%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	3,082,500	-	2,940,232	(142,268)	-5%
Contingency	-	-	500,000	-	2,000,000	1,500,000	300%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	683,102	363,680	5,572,603	936,880	6,643,578	1,070,975	19%
Revenues Less Expenses	4,190,810	5,150,380	-	5,505,164	-		

Notes:

Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY2023/24. Almost \$1.5M is programmed for four projects in Damascus Roads: - 1 Bridge Project - 2 Road Projects - 1 Safety Project An increased contingency reflects project cost and complexity in the current bid environment.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	411,976	216,655	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,950,982	2,770,534	-	-	-	-	-
Revenue from Bonds & Other Debts	68,381	19,674	-	-	-	-	-
All Other Revenue Resources	2,083	(1,210)	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,021,446	2,788,997	-	-	-	-	-
Total Revenue	2,433,422	3,005,653	-	-	-	-	-
Personnel Services	459,157	413,603	-	-	-	-	-
Materials and Services	1,630,783	2,094,475	-	-	-	-	-
Capital Outlay	126,827	-	-	-	-	-	-
Operating Expense	2,216,767	2,508,078	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,216,767	2,508,078	-	-	-	-	-
Revenues Less Expenses	216,655	497,575	-	-	-	-	-

Notes:
 This program was merged with 770-300203 (Vehicle Maintenance & Repair) FY 2022/23. No YEE or budget request will be entered.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	13,970,289	16,172,058	16,174,548	16,302,147	-	(16,174,548)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	2,526,439	1,238,144	2,535,000	1,006,702	-	(2,535,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	184,793	69,338	200,000	151,200	-	(200,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,711,232	1,307,481	2,735,000	1,157,902	-	(2,735,000)	-100%
Total Revenue	16,681,521	17,479,540	18,909,548	17,460,049	-	(18,909,548)	-100%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	107,168	100,732	159,850	93,030	-	(159,850)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	107,168	100,732	159,850	93,030	-	(159,850)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	1,076,661	-	-	-	-	-
Transfers	402,294	-	1,100,000	984,485	-	(1,100,000)	-100%
Reserve for Future Expenditures	-	-	16,149,698	-	-	(16,149,698)	-100%
Contingency	-	-	1,500,000	-	-	(1,500,000)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	509,462	1,177,393	18,909,548	1,077,515	-	(18,909,548)	-100%
Revenues Less Expenses	16,172,058	16,302,147	-	16,382,534	-		

Notes:
 Program 300307 was moved to the pass through programs line of business (800705) as part of the DTD/BCS reorganization.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,934,021	1,916,236	1,669,671	1,798,381	-	(1,669,671)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	4,112	3,723	15,750	14,000	-	(15,750)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	4,112	3,723	15,750	14,000	-	(15,750)	-100%
Total Revenue	1,938,134	1,919,959	1,685,421	1,812,381	-	(1,685,421)	-100%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	135	40,239	140	140	-	(140)	-100%
Capital Outlay	12,930	81,339	300,100	215,000	-	(300,100)	-100%
Operating Expense	13,065	121,578	300,240	215,140	-	(300,240)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	8,832	-	-	-	-	-	-
Transfers	-	-	-	202,975	-	-	-
Reserve for Future Expenditures	-	-	885,181	-	-	(885,181)	-100%
Contingency	-	-	500,000	-	-	(500,000)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	21,897	121,578	1,685,421	418,115	-	(1,685,421)	-100%
Revenues Less Expenses	1,916,236	1,798,381	-	1,394,266	-		

Notes:

Program 300308 was moved to the pass through programs line of business (800706) as part of the DTD/BCS reorganization.



300203-Vehicle Maintenance & Repair
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	214,202	207,313	454,627	446,076	-	(454,627)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	5,937	70,036	-	125,700	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	3,707,282	3,542,574	5,845,850	6,107,356	-	(5,845,850)	-100%
Revenue from Bonds & Other Debts	-	-	32,120	36,000	-	(32,120)	-100%
All Other Revenue Resources	871	1,775	6,960	5,597	-	(6,960)	-100%
Other Interfund Transfers	-	-	100,000	-	-	(100,000)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,714,090	3,614,385	5,984,930	6,274,653	-	(5,984,930)	-100%
Total Revenue	3,928,292	3,821,698	6,439,557	6,720,729	-	(6,439,557)	-100%
Personnel Services	2,137,703	2,268,955	2,770,744	2,314,339	-	(2,770,744)	-100%
Materials and Services	1,583,276	1,594,736	3,375,010	3,835,003	-	(3,375,010)	-100%
Capital Outlay	-	9,507	200,000	100,000	-	(200,000)	-100%
Operating Expense	3,720,979	3,873,197	6,345,754	6,249,342	-	(6,345,754)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	93,803	-	-	(93,803)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,720,979	3,873,197	6,439,557	6,249,342	-	(6,439,557)	-100%

Revenues Less Expenses 207,313 (51,499) - 471,387 -

Notes:
 Program was moved from the Fleet Services line of business (300203) to the Transportation line of business (300309) as part of the DTD/BCS reorganization.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	306,579	302,894	336,092	484,521	-	(336,092)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	73,337	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	512,875	615,226	401,352	393,774	-	(401,352)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	586,212	615,226	401,352	393,774	-	(401,352)	-100%
Total Revenue	892,792	918,120	737,444	878,295	-	(737,444)	-100%
Personnel Services	448,014	323,532	459,002	168,467	-	(459,002)	-100%
Materials and Services	141,883	110,069	176,339	90,416	-	(176,339)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	589,897	433,601	635,341	258,883	-	(635,341)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	102,103	-	-	(102,103)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	589,897	433,601	737,444	258,883	-	(737,444)	-100%
Revenues Less Expenses	302,894	484,519	-	619,412	-		

Notes:
Program was moved from the BCS Office of the Director program (500101) to the DTD Office of the Director program (300101) as part of the DTD/BCS reorganization.



500102-Financial Management & Analysis
BCC Priority Alignment: Accountable Government
Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	509,409	443,049	317,910	517,721	-	(317,910)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	43,113	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	512,875	642,293	521,352	511,454	-	(521,352)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	555,988	642,293	521,352	511,454	-	(521,352)	-100%
Total Revenue	1,065,397	1,085,342	839,262	1,029,175	-	(839,262)	-100%
Personnel Services	527,994	508,134	610,040	386,451	-	(610,040)	-100%
Materials and Services	93,834	59,485	93,851	64,238	-	(93,851)	-100%
Capital Outlay	520	-	-	-	-	-	-
Operating Expense	622,348	567,619	703,891	450,689	-	(703,891)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	135,371	-	-	(135,371)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	622,348	567,619	839,262	450,689	-	(839,262)	-100%
Revenues Less Expenses	443,049	517,723	-	578,486	-		

Notes:

Program was moved from the BCS Financial Management & Analysis program (500102) to the DTD Office of the Director program (300101) as part of the DTD/BCS reorganization.



500202-Forestry
 BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	3,780,085	3,163,244	3,087,749	2,903,146	-	(3,087,749)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	52,646	87,406	49,152	49,152	-	(49,152)	-100%
Charges, Fees, License, Permits, Fines, Assessments	22,086	3,362	1,950	344	-	(1,950)	-100%
Revenue from Bonds & Other Debts	5,302	551,061	647,700	250,000	-	(647,700)	-100%
All Other Revenue Resources	40,598	4,355	1,718,000	38,000	-	(1,718,000)	-100%
Other Interfund Transfers	45,000	45,000	50,746	46,000	-	(50,746)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	165,632	691,184	2,467,548	383,496	-	(2,467,548)	-100%
Total Revenue	3,945,717	3,854,427	5,555,297	3,286,642	-	(5,555,297)	-100%
Personnel Services	483,068	511,887	445,593	371,255	-	(445,593)	-100%
Materials and Services	272,494	418,891	532,382	269,843	-	(532,382)	-100%
Capital Outlay	26,911	20,500	912,146	-	-	(912,146)	-100%
Operating Expense	782,474	951,278	1,890,121	641,098	-	(1,890,121)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	1,000	-	-	(1,000)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	3,506,920	-	-	(3,506,920)	-100%
Contingency	-	-	157,256	-	-	(157,256)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	782,474	951,278	5,555,297	641,098	-	(5,555,297)	-100%
Revenues Less Expenses	3,163,244	2,903,149	-	2,645,544	-		

Notes:
 Program 500202 was moved to the Community Services line of business (500510) as part of the DTD/BCS reorganization.



500203-Property Disposition
 BCC Priority Alignment: Vibrant Economy
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	2,424,019	2,414,150	2,326,718	2,129,778	-	(2,326,718)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	300,000	-	300,000	300,000	-	(300,000)	-100%
Revenue from Bonds & Other Debts	-	10,500	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	300,000	10,500	300,000	300,000	-	(300,000)	-100%
Total Revenue	2,724,019	2,424,650	2,626,718	2,429,778	-	(2,626,718)	-100%
Personnel Services	153,117	81,428	158,954	158,481	-	(158,954)	-100%
Materials and Services	156,751	213,443	201,368	208,976	-	(201,368)	-100%
Capital Outlay	-	-	610,000	-	-	(610,000)	-100%
Operating Expense	309,868	294,871	970,322	367,457	-	(970,322)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	60,000	-	-	(60,000)	-100%
Transfers	-	-	100,000	-	-	(100,000)	-100%
Reserve for Future Expenditures	-	-	1,397,896	-	-	(1,397,896)	-100%
Contingency	-	-	98,500	-	-	(98,500)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	309,868	294,871	2,626,718	367,457	-	(2,626,718)	-100%
Revenues Less Expenses	2,414,150	2,129,779	-	2,062,321	-		

Notes:
 Program (500203) was moved to the Community Services line of business (500511) as part of the DTD/BCS reorganization.



500204-Tax, Title, Land
 BCC Priority Alignment: *Vibrant Economy*
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	215,860	81,337	-	288,647	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	168,374	214,737	378,800	408,000	-	(378,800)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	168,374	214,737	378,800	408,000	-	(378,800)	-100%
Total Revenue	384,234	296,074	378,800	696,647	-	(378,800)	-100%
Personnel Services	-	4,411	-	-	-	-	-
Materials and Services	302,897	3,017	303,800	303,800	-	(303,800)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	302,897	7,428	303,800	303,800	-	(303,800)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	75,000	75,000	-	(75,000)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	302,897	7,428	378,800	378,800	-	(378,800)	-100%
Revenues Less Expenses	81,337	288,645	-	317,847	-		

Notes:
 Program was moved to a pass-through program (800703). Per ORS 275, when net proceeds from surplus property sales and transfers exceed the Tax, Title, Land program expenses (including reserve requirements), these excess funds are distributed to taxing entities within Clackamas County. Actual distribution and dollars amounts vary from year to year.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	485,095	472,888	-	193,129	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	730,888	520,764	1,102,459	1,110,254	-	(1,102,459)	-100%
Charges, Fees, License, Permits, Fines, Assessments	1,178,223	1,059,698	1,382,567	1,099,500	-	(1,382,567)	-100%
Revenue from Bonds & Other Debts	863	8,150	7,500	20,000	-	(7,500)	-100%
All Other Revenue Resources	213,317	272,462	220,569	225,217	-	(220,569)	-100%
Other Interfund Transfers	161,411	-	275,000	275,000	-	(275,000)	-100%
General Fund Support	-	153,910	220,200	220,200	-	(220,200)	-100%
Operating Revenue	2,284,701	2,014,985	3,208,295	2,950,171	-	(3,208,295)	-100%
Total Revenue	2,769,796	2,487,872	3,208,295	3,143,300	-	(3,208,295)	-100%
Personnel Services	1,077,017	1,042,975	1,364,405	1,168,843	-	(1,364,405)	-100%
Materials and Services	808,737	1,069,808	960,632	968,287	-	(960,632)	-100%
Capital Outlay	411,155	181,963	851,031	489,590	-	(851,031)	-100%
Operating Expense	2,296,908	2,294,747	3,176,068	2,626,720	-	(3,176,068)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	1,000	-	-	(1,000)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	31,226	-	-	(31,226)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,296,908	2,294,747	3,208,294	2,626,720	-	(3,208,294)	-100%
Revenues Less Expenses	472,888	193,126	-	516,580	-		

Notes:

Program 500302 was moved to the Community Services line of business (500509) as part of the DTD/BCS reorganization.



500303-Stone Creek Golf Club

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,349,214	2,188,398	1,699,237	2,845,189	-	(1,699,237)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	3,431,781	3,511,023	2,992,996	3,247,600	-	(2,992,996)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	17,106	215,784	10,000	20,933	-	(10,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,448,887	3,726,808	3,002,996	3,268,533	-	(3,002,996)	-100%
Total Revenue	4,798,101	5,915,205	4,702,233	6,113,722	-	(4,702,233)	-100%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	2,580,562	2,735,454	3,072,104	3,029,341	-	(3,072,104)	-100%
Capital Outlay	29,141	334,562	150,000	150,000	-	(150,000)	-100%
Operating Expense	2,609,703	3,070,017	3,222,104	3,179,341	-	(3,222,104)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	1,000	-	-	(1,000)	-100%
Transfers	-	-	275,000	275,000	-	(275,000)	-100%
Reserve for Future Expenditures	-	-	821,293	-	-	(821,293)	-100%
Contingency	-	-	382,836	-	-	(382,836)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,609,703	3,070,017	4,702,233	3,454,341	-	(4,702,233)	-100%
Revenues Less Expenses	2,188,398	2,845,189	-	2,659,381	-		

Notes:
 Program 500303 was moved to the Community Services line of business (500509) as part of the DTD/BCS reorganization.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	390,926	275,871	95,846	111,538	-	(95,846)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	245,454	164,434	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	4,504	1,652	2,000	2,000	-	(2,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	396,172	426,812	505,000	505,000	-	(505,000)	-100%
Other Interfund Transfers	329,845	335,782	359,623	359,623	-	(359,623)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	975,975	928,680	866,623	866,623	-	(866,623)	-100%
Total Revenue	1,366,901	1,204,551	962,469	978,161	-	(962,469)	-100%
Personnel Services	367,075	424,282	429,651	429,651	-	(429,651)	-100%
Materials and Services	675,056	593,113	332,834	329,369	-	(332,834)	-100%
Capital Outlay	48,899	74,208	42,000	37,000	-	(42,000)	-100%
Operating Expense	1,091,030	1,091,604	804,485	796,020	-	(804,485)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	1,407	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	157,984	-	-	(157,984)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,091,030	1,093,010	962,469	796,020	-	(962,469)	-100%
Revenues Less Expenses	275,871	111,540	-	182,141	-		

Notes:
 Program was moved from the County Event Center program (500402) to a combined County Fair & Event Center program (800701) as part of the DTD/BCS reorganization.



500403-County Fair & Rodeo
 BCC Priority Alignment: Vibrant Economy
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	180,138	3,549,447	690,755	-	(3,549,447)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	86,797	53,167	2,843,167	-	(53,167)	-100%
Charges, Fees, License, Permits, Fines, Assessments	-	684,192	542,500	542,500	-	(542,500)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	3,267	691,908	654,501	654,501	-	(654,501)	-100%
Other Interfund Transfers	177,609	180,806	193,643	193,643	-	(193,643)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	180,876	1,643,703	1,443,811	4,233,811	-	(1,443,811)	-100%
Total Revenue	180,876	1,823,842	4,993,258	4,924,566	-	(4,993,258)	-100%
Personnel Services	-	204,701	214,582	214,582	-	(214,582)	-100%
Materials and Services	342	885,276	949,953	946,488	-	(949,953)	-100%
Capital Outlay	396	42,422	3,620,475	3,620,475	-	(3,620,475)	-100%
Operating Expense	738	1,132,399	4,785,010	4,781,545	-	(4,785,010)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	690	1,000	1,000	-	(1,000)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	207,248	-	-	(207,248)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	738	1,133,089	4,993,258	4,782,545	-	(4,993,258)	-100%
Revenues Less Expenses	180,138	690,753	-	142,021	-		

Notes:
 Program was moved from the County Fair & Rodeo program (500403) to a combined County Fair & Event Center program (800701) as part of the DTD/BCS reorganization.



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Community Services

Gladstone Library

Purpose Statement

Provide access to education, recreation, community + cultural services

Performance Narrative Statement

The Gladstone Library will serve approximately 135,000 material checkouts and provide a collection of 35,000 items at the Gladstone Library. The Library in the current facility serves over 31,000 visitors annually, with the opening of the new facility before June 30, 2024, the County is expecting an increase in visitors and demand for services.

Gladstone staff currently facilitate 2,900 public internet sessions, over 60 programs and respond to 2,200 reference queries each year.

The offered resources will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2026, residents of the Gladstone community will have access to a new library building offering physical + digital resources, areas for studying + collaboration and facilities to host community events	NEW	NEW	NEW	NEW	100%
OUTPUT	# material circulations completed	101,108	136,270	140,000	66,712	135,000
CUSTOMER SERVICE	85% customers happy with the service they received	NEW	NEW	NEW	NEW	85%
RATIO	# youth who sign up for summer reading : # youth who complete the program ^{1,2}	COVID	52%	4%	62%	370 : 260
RATIO	# items circulated at least once per year : # items in collection ²	56%	56%	78%	51%	24,500 : 35,000
CUSTOMER SERVICE	% year-over-year change in signups for kids, teen and adult reading programs	COVID	56%	78%	51%	DISCONTINUE

¹ Programs were canceled due to COVID-19 in 2020

² Ratio measure was previously reported as a percentage.

Program includes:

Mandated Services	<input type="checkbox"/> Y
Shared Services	<input type="checkbox"/> N
Grant Funding	<input type="checkbox"/> Y



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

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	80,313	385,805	(572,170)	866,972	892,491	1,464,661	-256%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	839,905	983,842	937,223	937,452	7,445,554	6,508,331	694%
Charges, Fees, License, Permits, Fines, Assessments	250,367	5,372	2,500	3,154	3,154	654	26%
Revenue from Bonds & Other Debts	-	-	6,000,000	-	-	(6,000,000)	-100%
All Other Revenue Resources	200,026	211,678	217,628	364,151	275,717	58,089	27%
Other Interfund Transfers	-	(17,833)	-	-	616,673	616,673	-
General Fund Support	-	815,819	-	1,300,000	-	-	-
Operating Revenue	1,290,298	1,998,879	7,157,351	2,604,757	8,341,098	1,183,747	17%
Total Revenue	1,370,611	2,384,684	6,585,181	3,471,729	9,233,589	2,648,408	40%
Personnel Services	571,508	637,058	710,961	696,636	714,101	3,140	0%
Materials and Services	250,620	273,249	314,216	320,195	393,428	79,212	25%
Capital Outlay	162,678	607,403	5,313,427	1,562,407	7,900,000	2,586,573	49%
Operating Expense	984,806	1,517,711	6,338,604	2,579,238	9,007,529	2,668,925	42%
Debt Service	-	-	151,120	-	-	(151,120)	-100%
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	95,457	-	226,060	130,603	137%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	984,806	1,517,711	6,585,181	2,579,238	9,233,589	2,648,408	40%
Revenues Less Expenses	385,805	866,972	-	892,491	-		

Notes:

There is a continued focus on operational costs, with ongoing cost sharing and staff efficiencies. On January 26, 2023 the BCC agreed to use County General Funds to fill the remaining balance on the construction of a new Gladstone Library. The next step is to request approval of the Guaranteed Maximum Price (GMP) contract and project budget from the BCC in April/May 2023.



Community Services

Library Support Services

Purpose Statement

Provide integrated systems + shared operational support, and ongoing collaboration services to libraries in Clackamas County

Performance Narrative Statement

Library Support Services provides a wide variety of centralized services to LINCC member libraries. In FY 2023/2024, this program expects to facilitate close to 9 million patron engagements with library resources.

Customer needs have evolved significantly since the district was formed in 2008. With current staffing levels and limited resources, it's challenging for Library Support Services to keep up with these diverse demands. It's essential to explore funding options and assess the responsibilities outlined in the IGAs to ensure the program's work is sustainable.

While use of physical media has decreased, libraries are providing additional opportunities for engagement. Providing support for these more complex systems (e-content, advanced computing needs, etc.), along with a return to pre-pandemic demand, may negatively impact results of the customer service performance measure.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
OUTPUT	# library patron engagements	7,373,755	8,931,455	8,896,774	4,448,387	8,800,000
CUSTOMER SERVICE	85% of libraries agree that services met their expectations	98%	91%	85%	85%	85%
RATIO	\$ operational budget : # library patron engagements	NEW	NEW	NEW	NEW	\$2.77 M : 8,800,000
RATIO	\$ operational budget : \$ Library District distribution payments	NEW	NEW	NEW	NEW	\$2.77 M : \$23.14 M
RESULT	% technical support requests resolved within one (1) business day	81%	67%	75%	72%	DISCONTINUE
RESULT	% time the library catalog is operational	99%	100%	99%	100%	DISCONTINUE

Program includes:

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



Explanation: The Library Support Services program is a **mandated service** as indicated in the intergovernmental agreements between Clackamas County and the individual Library Service Providers throughout the District. The program provides hardware, software, cataloging and support services to the customer libraries so they can efficiently and effectively provide library collections and services to their patrons.



500504-Library Support Services
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	4,537,170	4,119,733	2,719,019	1,851,795	2,293,235	(425,784)	-16%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	2,708	4,071	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	23,147	-	65,000	70,000	70,000	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	624,998	536,252	751,203	550,000	664,285	(86,918)	-12%
Other Interfund Transfers	2,095,853	-	-	-	-	-	-
General Fund Support	-	2,337,999	2,906,620	2,906,620	2,776,689	(129,931)	-4%
Operating Revenue	2,723,559	2,901,468	3,657,823	3,521,620	3,510,974	(146,849)	-4%
Total Revenue	7,260,729	7,021,201	6,376,842	5,373,415	5,804,209	(572,633)	-9%
Personnel Services	1,550,739	1,623,372	1,708,402	1,482,718	1,827,680	119,278	7%
Materials and Services	1,569,671	2,377,424	1,798,193	1,517,462	1,444,709	(353,484)	-20%
Capital Outlay	20,587	318,611	140,000	18,000	-	(140,000)	-100%
Operating Expense	3,140,996	4,319,407	3,646,595	3,018,180	3,272,389	(374,206)	-10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	850,000	850,000	62,000	67,000	(783,000)	-92%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,880,247	-	2,141,671	261,424	14%
Contingency	-	-	-	-	323,149	323,149	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,140,996	5,169,407	6,376,842	3,080,180	5,804,209	(572,633)	-9%
Revenues Less Expenses	4,119,733	1,851,794	-	2,293,235	-		

Notes:
 Operational costs were balanced by rightsizing many areas and through service efficiencies.



Community Services

Oak Lodge Library

Purpose Statement

Provide access to education, recreation, community + cultural services

Performance Narrative Statement

The Oak Lodge Library will serve approximately 190,000 material checkouts and provide a collection of 54,000 items at the Oak Lodge Library. The Library serves 55,000 visitors annually. Staff support 4,323 public internet sessions, over 50 programs and answer 2,700 reference queries.

The offered resources will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

It is estimated that construction of the new facility will be 60% complete by June 30, 2024; and customer demand is expected to increase with the completion of the new facility.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2026, residents of the Oak Lodge community will have access to a new library building offering physical + digital resources, areas for studying + collaboration and facilities to host community events	NEW	NEW	NEW	NEW	60%
OUTPUT	# material circulations completed	130,727	188,773	180,000	92,591	190,000
CUSTOMER SERVICE	85% customers happy with the service they received	NEW	NEW	NEW	NEW	85%
RATIO	# youth who sign up for summer reading : # youth who complete the program ^{1,2}	COVID	63%	4%	60%	260 : 182
RATIO	# items circulated at least once per year : # items in collection ²	51%	51%	80%	45%	37,100 : 53,000
CUSTOMER SERVICE	% year-over-year change in signups for kids, teen and adult reading programs	COVID	51%	80%	45%	DISCONTINUE

¹ Programs were canceled due to COVID-19 in 2020

² Ratio measure was previously reported as a percentage.

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y



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

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,065,473	1,236,291	3,005,390	5,455,229	3,632,814	627,424	21%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,524,131	4,450,925	2,342,003	1,729,026	11,538,454	9,196,451	393%
Charges, Fees, License, Permits, Fines, Assessments	21,920	1,114,298	139,496	133,496	142,000	2,504	2%
Revenue from Bonds & Other Debts	-	-	9,400,000	-	-	(9,400,000)	-100%
All Other Revenue Resources	-	3,016	300	300	49,101	48,801	16267%
Other Interfund Transfers	-	17,833	-	-	4,575,000	4,575,000	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,546,051	5,586,072	11,881,799	1,862,822	16,304,555	4,422,756	37%
Total Revenue	2,611,524	6,822,362	14,887,189	7,318,051	19,937,369	5,050,180	34%
Personnel Services	588,716	780,409	842,916	792,836	921,222	78,306	9%
Materials and Services	647,912	432,575	587,700	555,720	707,402	119,702	20%
Capital Outlay	138,606	154,149	13,175,000	2,336,681	17,900,000	4,725,000	36%
Operating Expense	1,375,233	1,367,133	14,605,616	3,685,237	19,528,624	4,923,008	34%
Debt Service	-	-	151,121	-	-	(151,121)	-100%
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	130,451	-	408,745	278,294	213%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,375,233	1,367,133	14,887,188	3,685,237	19,937,369	5,050,181	34%
Revenues Less Expenses	1,236,291	5,455,229	-	3,632,814	-		

Notes:

There is a continued focus on operational costs, with ongoing cost sharing and staff efficiencies. On January 26, 2023 the BCC agreed to use County General Funds to fill the remaining balance on the construction of a new Oak Lodge Library. The next step is to request approval of the Guaranteed Maximum Price (GMP) contract and project budget from the BCC in April/May 2023. Ongoing discussions with NCPRD regarding ownership interest.



Community Services

Code Enforcement

Purpose Statement

Provide code education + resolution, and enforcement

Performance Narrative Statement

After being embedded within the Building Codes, Sustainability and Planning programs for FY 2022/23, Code Enforcement is again reflected as a standalone program as part of the Community Services line of business.

Code Enforcement staff provide enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state and local laws regarding land use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment.

Code Enforcement staff are estimated to investigate more than 3,000 enforcement cases, which is a continuation of service levels. Through process improvements, bringing more cases in front of the Hearings Officer, and reaching compliance for cases in a timely manner, Code Enforcement expected to enforce 135 cases per staff person. This is a decrease from FY 2022/23 and is in alignment with the goal of decreasing the number of code enforcement cases per officer 10% by 2025.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2025, number of code enforcement cases per officer will decrease by 10%	NEW	150	135	148	143
OUTPUT	# cases heard by the Hearings Officer	36	60	25	39	60
CUSTOMER SERVICE	75% customers happy with the service they received	COVID	80%	NEW	82%	75%
RATIO	# enforceable complaints : # total complaints received	949 : 3,153	865 : 3,069	900 : 3,000	525 : 1,615	900 : 3,100
RATIO	# cases heard by the Hearings Officer : # enforceable complaints	36 : 949	60 : 865	25 : 900	39 : 525	60 : 900
RESULT	% code violations resolved within 150 days of initial complaint	61%	26%	65%	21%	DISCONTINUE
RESULT	% violations investigated within twenty (20) business days	91%	82%	75%	69%	DISCONTINUE

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation Mandated Services:

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

Shared Services:

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



500506-Code Enforcement

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	282,958	282,958	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	1,062,943	1,062,943	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	1,062,943	1,062,943	-
Total Revenue	-	-	-	-	1,345,901	1,345,901	-
Personnel Services	-	-	-	-	1,064,671	1,064,671	-
Materials and Services	-	-	-	-	281,230	281,230	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	1,345,901	1,345,901	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	1,345,901	1,345,901	-

Revenues Less Expenses

- - - - -

Notes:
 ●Reestablish a distinct Code Enforcement program after embedding it in Building, Planning and Sustainability to make the service more accessible to customers ●Address 2,150 complaints received annually, of which 875 are enforceable under county code ●With a continued focus on voluntary compliance, Code Enforcement anticipates taking 60 cases to hearing ●Continue collaboration with Oregon State Police and Neighborhood Livability team to abate nuisance properties



Community Services

Dog Services

Purpose Statement

Provide sheltering, reunification + placement, licensing, complaint resolution, protection + enforcement

Performance Narrative Statement

Dog Services operates a field services program and dog shelter which, on average, will temporarily house 520 dogs over the course of the year with a priority of reuniting dogs with their owners resulting in 330 dogs being reunited. With the efforts of adoption, rescue placement, in shelter care and enrichment, this will total at least 440 dogs being saved. The 15% that are not saved reflect the dogs that are too ill or not safe for placement which is a needed and sometimes overlooked service for our community.

The staff and facility serve both the dog owning and non-dog owning population of incorporated and unincorporated Clackamas County by resolving cases investigated by dog services officers to help ensure safe, livable communities and the licensing of 30,000 dogs, which prevents disease and helps financially support the dog services program. Phone and lobby services are available 5 days per week, to process the 30,000 customer phone calls, emails and lost/found correspondence each year. These contacts pair needs with resources and help to keep people safe and keep dogs safe, licensed and out of the shelter. The shelter is also available 24/7 for intake from law enforcement and staff are onsite 7 days per week to provide daily animal care. Achieving the program targets will protect the public from unsafe dogs and dogs running loose, maintain preparedness for disaster response related to animals as required by the federal PETS act, and reunite the public with lost dogs.

- Shelter populations are increasing after the pandemic, and so is the demand for shelter services in our community, while the resources in the form of rescues and adopters have become more scarce.
- Dog license totals in Clackamas County remain above reported national average for licensing compliance and gaining additional compliance under our existing code is a heavy staff investment and staff is assessing code amendments to improve efficiencies and increase compliance.
- Dog services is an active member of the regional multi agency coordination group for animals in disaster preparedness. This coordinated group stands ready to assist the region in the event of a disaster.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2023, there will be 30,000 active dog licenses	23,662	23,813	25,000	23,583	30,000
OUTPUT	# dogs returned to owners	208	327	300	176	330
CUSTOMER SERVICE	# public contacts (email + phone + lost and found)	NEW	31,156	NEW	20,037	30,000
RATIO	# dogs saved (returned to owner + adopted + rescued) : # dogs taken in to the shelter ¹	89%	85%	85%	82%	440 : 520
RESULT	Fewer than 6% of adopted dogs returned to Dog Services within 90-days	0%	15%	15%	6%	DISCONTINUE
OUTPUT	# adopted dogs	COVID	47	50	33	DISCONTINUE
DEMAND	# dog complaint cases	1,135	1,402	1,500	591	DISCONTINUE
DEMAND	# citations issued	134	519	800	148	DISCONTINUE

¹ Ratio measure was previously reported as a percentage.

Program includes:

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



Explanation Mandated Services:

As delegated by the health authority, the Dog Services Program is mandated by the State of Oregon to verify rabies vaccination for all dogs in the County (ORS 433.365), respond to incidents of dog bites (ORS 433.345) and when the county establishes a dog control district per ORS 609.030 the governing body may enforce dog control laws within the county and provide for the appointment of dog control officers. ORS 433.385 requires all animals apprehended and impounded for not having a rabies inoculation be held in adequate and sanitary pound. In a county with a dog control program the governing body shall determine a dog license fee and issue licenses as per ORS 609.100. ORS 401.977 establishes the requirement to develop animal emergency plans and the federal PETS act of 2006 requires state and local emergency preparedness plans for household pets following major disasters and emergencies.

Grant Funding:

The Dog Sheltering Program receives grant funding from the Clackamas Dogs Foundation. This grant opportunity does not require any match.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	526,639	526,639	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	30,000	30,000	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	807,625	807,625	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	10,821	10,821	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	1,627,428	1,627,428	-
Operating Revenue	-	-	-	-	2,475,874	2,475,874	-
Total Revenue	-	-	-	-	3,002,513	3,002,513	-
Personnel Services	-	-	-	-	1,708,418	1,708,418	-
Materials and Services	-	-	-	-	932,213	932,213	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	2,640,631	2,640,631	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	361,882	361,882	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	3,002,513	3,002,513	-

Revenues Less Expenses

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Notes:
 To increase revenues, Dog Services is exploring license simplification and cost recovery from cities. Nonprofit & donated funds add value to existing services (such as, emergency vet fund, reunite fund, enrichment). With the loss of three positions in FY2022/23, prioritize services including: •Stray dog intake, reclaim & placement with required veterinary care •M-F public lobby hours •Dog care 7 days/week •24/7 intake for law enforcement •Enforcement by officers for licensing, health/safety/livability



Community Services
Sustainability & Solid Waste

Purpose Statement

Provide education + technical assistance, program management + planning to reduce waste + conserve resources + oversee franchise program

Performance Narrative Statement

The Sustainability & Solid Waste (S&SW) Program's performance highlights for FY 2023/2024

- Sustainability staff and Master Recyclers (who are coordinated by County staff) will attend 37 events with the goal of building up to 50 events by 2025, which allows us to meet our goal of increasing attendance at community events by 35%.
- 60,000 residential and business customers will receive an estimated 7.7 million pickups of garbage, recycling, and yard debris in unincorporated County and Happy Valley.
- Approximately 173,000 households and 14,000 businesses will receive information and education on garbage, recycling and waste reduction topics.
- An estimated 500 businesses, 50 schools, 325 multifamily communities and 37 events will receive technical assistance and support.
- The requirements for food-waste generating businesses are expanding as the rules unfold to include more businesses subject to the requirements. Staff are expanding outreach and technical support to assist a new group of businesses in adoption of food scraps collection to meet the regional requirements.
- Proposed commercial/multifamily developments will receive design review consultations for garbage and recycling enclosures.
- Customers will be able to continue using the Sandy Transfer Station.
- Ongoing development of policy and programs in alignment with the Regional Waste Plan and Recycling Modernization Act.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2025 increase community events attended by Sustainability staff and/or Master Recycler volunteers by 35%	NEW	NEW	NEW	NEW	17.5%
OUTPUT	# customer consultations provided ¹	964	1,334	1,200	290	1,200
CUSTOMER SERVICE	% of material collected curbside that is recycled	31%	29%	35%	28%	35%
RATIO	# businesses in compliance with food scraps requirement : # businesses required to be in compliance with the food scraps collection requirements	NEW	NEW	NEW	NEW	320 : 340
OPERATIONAL	# of garbage and recycling pickups provided	6,601,868	7,183,176	7,000,000	NOT REPORTED	7,700,000
RESULT	% schools certified as Oregon Green Schools	32%	31%	25%	31%	DISCONTINUE
RESULT	% county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO)	8%	6%	10%	6%	DISCONTINUE
OUTPUT	# hours of community education provided by # volunteer Master Recyclers	117 : 8	516 : 25	900 : 50	NOT REPORTED	DISCONTINUE
OUTPUT	# tons of disposal from # customers at Sandy Transfer Station	7,529 : 41,625	5,648 : 37,694	6,000 : 40,000	2,903 : 20,264	DISCONTINUE

¹ Consultations differ from interactions, as they are scheduled on-site consultations with customers. Business consultations are now being counted more comprehensively and can take place in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family, schools, etc.).

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding No



Explanation

Mandated Services:

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

Shared Services:

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



500508-Sustainability & Solid Waste

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	2,700,195	2,700,195	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	749,088	749,088	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	6,765	6,765	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	2,215,300	2,215,300	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	2,971,153	2,971,153	-
Total Revenue	-	-	-	-	5,671,348	5,671,348	-
Personnel Services	-	-	-	-	1,927,663	1,927,663	-
Materials and Services	-	-	-	-	1,370,842	1,370,842	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	3,298,505	3,298,505	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	76,000	76,000	-
Reserve for Future Expenditures	-	-	-	-	1,959,390	1,959,390	-
Contingency	-	-	-	-	337,453	337,453	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	5,671,348	5,671,348	-

Revenues Less Expenses

Notes:
 ●Support community clean up activities: finishing work related to Metro clean-up grant; provide \$75K to county land cleanup and \$30K to abandoned RV program ●Help businesses with required commercial food scrap recycling by providing outreach and direct business consultations; tied to \$256K Metro funding ●Program development to meet Regional Waste Plan and new statewide expanding recycling requirements ●Onboarding a Sustainability Manager, and hiring staff as we rebuild and expand materials management focus



Community Services

County Parks

Purpose Statement

Provide outdoor recreation + camping, and land stewardship

Performance Narrative Statement

Clackamas County Parks manages 20 properties totaling approximately 961 acres, with 212 campsites, 19 day-use rental facilities, 6 boat launches, and around 1,700 parking spaces. The program anticipates serving more than a million visitors this year, and hosting over 15,000 nights of camping. Seasonal employees assist our 9 regular employees in providing clean and safe facilities, and working to ensure customers are happy with their recreational experiences.

The Stone Creek Golf Club will provide golf patrons the opportunity to book events and golf during the available tee times on "playable days". Reaching these targets will help clients and the golfing community to have an enjoyable and reasonably priced golfing experience while providing a supplemental source of funding for County Parks.

Our County Parks system supports tourism and the local recreation economy, and improves the quality of life for our residents. However, we have limited resources to steward our current parks portfolio, so we need to make changes to operations and liquidate some underperforming properties, as we continue to seek out new revenue opportunities.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2025, County Parks will liquidate two properties	NEW	NEW	NEW	NEW	50%
OUTPUT	# visitors to County Parks	NEW	NEW	NEW	NEW	1,057,500
CUSTOMER SERVICE	90% customers are happy with their recreational experience	94%	91%	89%	91%	90%
RATIO	# campsites reserved on weekends : # campsites available on weekends ¹	48%	77%	70%	50%	6,989 : 9,984
RATIO	# golf rounds played : # golf rounds available ¹	70%	74%	70%	67%	57,500 : 75,000
RESULT	% occupancy of campground (off-peak)	47%	31%	30%	40%	DISCONTINUE

Program includes:

Mandated Services	<input type="checkbox"/> Y
Shared Services	<input type="checkbox"/> N
Grant Funding	<input type="checkbox"/> Y



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

The County Parks Program has budgeted to receive an OR Parks and Recreation Department (OPRD) County Opportunity Grant, and an OR State Marine Board grant. Additionally, 2019 Metro Parks and Nature Bond allocated funds. County Parks program will use its Oregon State Parks RV Licensing distribution to fund operations and maintenance of county parks.

Land was purchased and developed by the County Parks Program with the intent to generate a long-term sustainable revenue stream from the Stone Creek Golf Club Program operations that would go directly to the County Parks Program to support operations and maintenance needs.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	3,175,961	3,175,961	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	922,962	922,962	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	4,373,600	4,373,600	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	342,414	342,414	-
Other Interfund Transfers	-	-	-	-	625,000	625,000	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	6,263,976	6,263,976	-
Total Revenue	-	-	-	-	9,439,937	9,439,937	-
Personnel Services	-	-	-	-	1,370,382	1,370,382	-
Materials and Services	-	-	-	-	4,449,253	4,449,253	-
Capital Outlay	-	-	-	-	2,178,499	2,178,499	-
Operating Expense	-	-	-	-	7,998,134	7,998,134	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	225,000	225,000	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	1,216,803	1,216,803	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	9,439,937	9,439,937	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

County Parks returned all General Fund and is partnering with Tourism to develop new campsites at Metzler and Barton parks to maximize revenues to offset rising costs. A formula has been developed for Stone Creek to adequately support ongoing County Parks operations, while saving for required capital investments. A \$225,000 transfer from Stone Creek will support operations and \$400,000 in timber sale proceeds from Forestry will fund required outreach for the Metro Bond earmarked for Clackamas County.



Community Services

Forestry

Purpose Statement

Provide forest + timber, and natural resource management for Clackamas County forestlands, and provide funding for County parks

Performance Narrative

Forestry manages 3,200 acres of county-owned timberland under a 10-year Forest Management Plan adopted in 2018. The program anticipates harvesting an average of 1 Million board feet per year in an environmentally, socially and economically responsible manner. Timber sales comply with the Oregon Forest Practices Act, and generally exceed those requirements.

For long-term sustainability of the program, we need to expand our forest land holdings, to provide resilience and flexibility while increasing our overall rate of harvest. Our county forestlands are operated and maintained by one regular employee with the help of some temporary and seasonal staff, and support from admin staff shared with County Parks.

The Forestry program has provided tree advice and services for a variety of other County departments, and works closely with our County Parks program to maintain tree safety and forest health in our parks. Forestry activities help support the local logging, mill, and engineered wood products economies. The Forestry Program will provide support to County Parks capital projects and operations. 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 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
OUTPUT	# million board feet of timber sold	0.0	0.5	0.0	0.0	1.0
CUSTOMER SERVICE	# acres under contract for harvest	NEW	NEW	NEW	NEW	50
RATIO	\$ transferred to County Parks : \$ earned from timber sales ¹	NEW	NEW	NEW	NEW	\$400,000 : \$594,020
RESULT	% young stands actively managed annually	NEW	24%	20%	5%	DISCONTINUE

¹ Previously reported on \$ earned; not amount transferred to County Parks.

Program includes:

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



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



500510-Forestry
 BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	2,645,544	2,645,544	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	28,825	28,825	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	750	750	-
Revenue from Bonds & Other Debts	-	-	-	-	622,020	622,020	-
All Other Revenue Resources	-	-	-	-	1,741,602	1,741,602	-
Other Interfund Transfers	-	-	-	-	76,000	76,000	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	2,469,197	2,469,197	-
Total Revenue	-	-	-	-	5,114,741	5,114,741	-
Personnel Services	-	-	-	-	401,119	401,119	-
Materials and Services	-	-	-	-	293,971	293,971	-
Capital Outlay	-	-	-	-	523,500	523,500	-
Operating Expense	-	-	-	-	1,218,591	1,218,591	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	400,000	400,000	-
Reserve for Future Expenditures	-	-	-	-	3,149,571	3,149,571	-
Contingency	-	-	-	-	346,579	346,579	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	5,114,741	5,114,741	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 Forestry will finish a timber sale, maintain stands and sell non-performing lands. A land purchase is budgeted to gain program acres lost in 2018 due to the Wildfires. A transfer of \$400,000 is budgeted to County Parks. Assumed a hire date of June 2024 on a vacant ET2 to reduce expenditures. Program support coming from DTD-Sustainability & Solid Waste will be used to cleanup dumpsites on County owned forest land.



Community Services Property Disposition

Purpose Statement

Provide management and disposition of tax foreclosed properties + repurposing properties for public benefit or returning them to the tax rolls

Performance Narrative Statement

The Property Disposition program conducts community outreach to citizens at risk of losing their home via tax foreclosure while providing management and disposition of tax foreclosed properties in a cost effective manner.

These activities reduce property management costs by limiting the addition of properties to our portfolio while reducing properties in held for resale category. Property Disposition's 2025 goal is to reduce inventory in this category by 20%. Reaching this target will allow Clackamas County, Municipalities, Special Districts and the public to benefit as properties are repurposed for public benefit or sold to become a private, tax-producing asset.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2025, reduce held properties by 20% ¹	68	70	55	58	11%
OUTPUT	# foreclosure customer contacts & onsite visits conducted	76	13	75	29	130
CUSTOMER SERVICE	95% of customer inquiries responded to within two (2) business days	NEW	NEW	NEW	100%	95%
RATIO	\$ total property maintenance expense : # properties held	NEW	NEW	NEW	\$13,052 : 58	\$50,000 : 52
RESULT	% held for resale foreclosed properties that are repurposed for public benefit or returned to the tax rolls	9%	20%	20%	1%	DISCONTINUE

Program includes:

Mandated Services

Shared Services

Grant Funding



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.



500511-Property Disposition
 BCC Priority Alignment: Vibrant Economy
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	2,062,321	2,062,321	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	400,000	400,000	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	20,711	20,711	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	420,711	420,711	-
Total Revenue	-	-	-	-	2,483,032	2,483,032	-
Personnel Services	-	-	-	-	175,412	175,412	-
Materials and Services	-	-	-	-	217,500	217,500	-
Capital Outlay	-	-	-	-	5,000	5,000	-
Operating Expense	-	-	-	-	397,912	397,912	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	60,000	60,000	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	1,268,729	1,268,729	-
Contingency	-	-	-	-	756,391	756,391	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	2,483,032	2,483,032	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 Provides management and disposition of tax foreclosed properties. An auction will be held to dispose of surplus properties. Staff provide customer outreach to property owners nearing foreclosure to educate and connect them with possible resources to avoid foreclosure. This program receives no General Fund, and revenue from property sales vary from year to year, the program maintains reserves of \$100,000 for capital, \$500,000 for property cleanup and unknown liabilities, and four years operating expenses.



Development Services

County Surveyor

Purpose Statement

Provide survey resources + plat reviews

Performance Narrative Statement

The County Surveyor provides services within incorporated cities and for unincorporated areas within Clackamas County.

The Surveyor's Office expects to respond to 2,500 to 3,000 customer inquiries, of which in FY 2023/2024. This slight decrease reflects the uncertainties of the economic conditions we are seeing, but the demand for assistance on subdivision plats, partition plats, condominium plats, middle housing, property line adjustment surveys and boundary surveys filed in a timely manner remains steady, especially in cities where infill is occurring.

Private property owners often seek assistance through emails, phone calls, office visits and specialized research services, this still requires public service at our front counter and takes time away from reviews which allow cost recovery through fees. The resources for this program support the creation and maintenance of permanent records as required by Oregon Revised Statutes, and this ratio reflects fulfillment of public service requests related to these library materials.

Staff within this program support economic development through the review and approval of subdivisions, partitions and condominium plats. For FY 2023/2024 this work is expected to add approximately 1,000 lots and tracts to the county tax rolls. As the regional mix of development continues to change, depending on the economy it is projected there may be a slight decrease in subdivision and partition plats; however, condominiums plat and now middle housing plats are increasing and I believe will continue to increase each year with more infill in the cities within the County.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2025, 95% of first review comments issued to plat surveyor within 45 calendar days of submittal	90%	90%	90%	98%	90%
OUTPUT	# Record of survey reviews/filings	222	351	250	133	250
CUSTOMER SERVICE	# customer inquiries	2,328	2,922	3,000	1,131	2,200
RATIO	# lots or parcels created : # subdivision or partition plats recorded	1,086 : 114	1,002 : 123	1,400 : 120	431 : 34	1,000 : 95

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation Mandated Services:

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	8,840	9,044	-	-	194,439	194,439	-
Charges, Fees, License, Permits, Fines, Assessments	578,778	607,328	675,460	523,025	680,774	5,314	1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	873	2,811	500	225	300	(200)	-40%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	473,385	516,646	451,416	408,073	(108,573)	-21%
Operating Revenue	588,490	1,092,569	1,192,606	974,666	1,283,586	90,980	8%
Total Revenue	588,490	1,092,569	1,192,606	974,666	1,283,586	90,980	8%
Personnel Services	734,893	793,776	932,205	689,454	1,021,838	89,633	10%
Materials and Services	283,266	262,131	260,400	262,000	261,748	1,348	1%
Capital Outlay	9,111	-	-	23,212	-	-	-
Operating Expense	1,027,269	1,055,907	1,192,605	974,666	1,283,586	90,981	8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,027,269	1,055,907	1,192,605	974,666	1,283,586	90,981	8%

Revenues Less Expenses (438,779) 36,662 - - -

Notes:
 ●Reinstate Deputy Surveyor position using ARPA funds for the transition, to aid in succession planning and add to billable hours increasing program revenues ●Continue to meet increasing public inquires (emails, phone calls, in person) while decreasing review timelines ●Support development within the County (cities and county) by review and approval of subdivisions and plats, and increase tax revenues by increasing buildable lots ●Focus on capturing billable project hours to improve cost recovery



Development Services

Public Land Corner

Purpose Statement

Public land corners restoration + preservation

Performance Narrative Statement

The Public Land Corner (PLC) supports maintenance of more than 6,400 public land corners that are under the Clackamas County's responsibility. The boundary of all lands privately or publicly owned within the state are affected by Public Land Corners, so it is imperative that they be maintained in the most prudent manner.

Clackamas County receives dedicated funding for this purpose and this program allows us to be accountable for this work. The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property, and has seen a significant reduction of funds with the current economy.

We continue to see a steady increase in requests for Public Land Corners to be restored or maintained, and as the County continues growing, the amount of time spent preserving corners continues to increased due to land development, road improvement projects throughout the County, infrastructure improvements, and private owners developing or utilizing more of their land.

Some of the corners have not been visited in over 40 years; with unstable funding and a jurisdiction as large and geographically diverse as Clackamas County, it is a challenge to visit each corner on a 10 year rotation. As easily accessed corners have been restored, this leaves a higher number of corners that are in locations which are difficult to reach and are farther away from the office.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2024, restore 60 public land corners annually	23	27	30	24	60
OUTPUT	# corner maps filed	23	27	30	24	60
CUSTOMER SERVICE	90% corners set within seven (7) business days of County Surveyor approval	92%	69%	90%	65%	90%

Program includes:

Mandated Services	<input type="text" value="Yes"/>
Shared Services	<input type="text" value="No"/>
Grant Funding	<input type="text" value="No"/>



Explanation Mandated Services:

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,049,673	1,508,968	1,507,328	1,471,280	1,044,189	(463,139)	-31%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	7,655	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,137,332	791,452	875,000	449,200	404,280	(470,720)	-54%
Revenue from Bonds & Other Debts	7,756	-	-	-	-	-	-
All Other Revenue Resources	13,135	7,903	-	925	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,165,878	799,355	875,000	450,125	404,280	(470,720)	-54%
Total Revenue	2,215,550	2,308,324	2,382,328	1,921,405	1,448,469	(933,859)	-39%
Personnel Services	541,720	658,485	838,404	697,266	858,589	20,185	2%
Materials and Services	164,862	168,058	228,510	179,950	210,138	(18,372)	-8%
Capital Outlay	-	10,500	-	-	-	-	-
Operating Expense	706,582	837,043	1,066,914	877,216	1,068,727	1,813	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,040,414	-	219,433	(820,981)	-79%
Contingency	-	-	275,000	-	160,309	(114,691)	-42%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	706,582	837,043	2,382,328	877,216	1,448,469	(933,859)	-39%
Revenues Less Expenses	1,508,968	1,471,280	-	1,044,189	-		

Notes:

- PLC is funded by a fee collected when documents conveying an interest in real property (deeds, mortgages, etc) are recorded. Increased interest rates have caused a significant reduction in this activity, decreasing the revenue received by the program.
- As land corners are the basis for surveyed property boundaries, development and infrastructure projects across the county, and incorporated cities, lead to high demand for maintenance and preservation of the land corners.



Development Services

Current Planning

Purpose Statement

Foster development + environmental protection, and preserve natural resource lands

Performance Narrative Statement

The Current Planning program will respond to approximately 40,000 land use and zoning inquiries from the community, which is flat from FY 2022/2023 and a reduction of 31% from FY 2021/2022, likely due to a slowdown in development-related activity brought on by the national economic climate of inflation and higher interest rates.

The goal is to issue 90% of Type II land use application decisions within 50 days of an application being deemed complete. However, the target for FY 2023/2024 is set at 80% due to reduced staffing in the program, which will increase application processing time. Although we strive for a customer satisfaction rate of 90%, it is expected that this will drop some due to slower response times brought on by the reduced staffing. Both of these targets are also impacted by a high rate of staff turnover in the last year, which has resulted in a loss of experienced staff with institutional knowledge and a need to orient and train new staff.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2025, 90% of Type II decisions issued within 50 calendar days of a complete application	NEW	NEW	NEW	NEW	80%
OUTPUT	# development-related interactions provided	27,496	58,102	40,000	21,047	40,000
CUSTOMER SERVICE	90% customers happy with the service they received	COVID	97%	90%	93%	90%
RATIO	# hours spent on Type II application processing : # Type II applications processed	NEW	NEW	NEW	NEW	3,850 : 350
RESULT	% of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal 5	94%	81%	90%	70%	DISCONTINUE

Program includes:

Mandated Services	<input type="checkbox"/> Yes
Shared Services	<input type="checkbox"/> Yes
Grant Funding	<input type="checkbox"/> No



Explanation Mandated Services:

State law requires counties to implement land use plans and ordinances to ensure development is consistent with local, regional, and state objectives for orderly development, economic growth, efficient infrastructure provision and protection of the environment. (ORS 195, 197 and 215)

Shared Services:

Land Use planning, coordination and permitting are State/County shared services. The State of Oregon is responsible for broader policy level administration and creates rules related to program administration.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	916,812	916,812	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	66,830	66,830	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	1,024,874	1,024,874	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	2,116,293	2,116,293	-
Operating Revenue	-	-	-	-	3,207,997	3,207,997	-
Total Revenue	-	-	-	-	4,124,809	4,124,809	-
Personnel Services	-	-	-	-	2,236,723	2,236,723	-
Materials and Services	-	-	-	-	1,302,265	1,302,265	-
Capital Outlay	-	-	-	-	66,830	66,830	-
Operating Expense	-	-	-	-	3,605,818	3,605,818	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	158,409	158,409	-
Contingency	-	-	-	-	360,582	360,582	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	4,124,809	4,124,809	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

The primary function of the Current Planning Program is to administer the zoning code. The FTE is directed to responding to public inquiries and processing land use and building permits. Over a seven-month period, 45% of the program's Planners left due to retirement or resignation. Three of the five vacancies have now been filled, which will alleviate pressure on remaining staff. Due to reduced revenues and increasing program costs, one of the vacant Senior Planner positions has been eliminated.



Development Services

Building Codes

Purpose Statement

Help ensure a safe and vibrant built environment by providing permitting, plan review + inspection

Performance Narrative Statement

FY 2023/2024 represents the first year that Building Codes is a standalone program as it was previously included as part of the Land Use, Development Review & Permitting line of business. Building Codes will respond to over 250,000 development related inquiries from the community, and estimates permitting 6.35 million square feet of constructed improvements, which brings an estimated value of more than \$390 million into our community. This value is consistent with the improvements constructed in FY 2022/2023, and we are watching for changes in this anticipated activity as interest rates, materials and labor costs increase.

Staff in this program are on track to issue approximately 15,525 permits and will perform more than 51,369 inspections in FY 2023/2024. Permitting and inspection services support the community by providing safe and orderly development of property, increased jobs from construction, and the resulting economic development.

Building Codes, in partnership with Technology Services and the other programs in Development Services, will be undertaking a project to improve our permitting enterprise software. This initiative has a timeline of completion by 2024, and will result in a more stable permitting system with increased functionality for staff and customers.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2024, a timeline will be established for implementation of the preferred permitting enterprise software	NEW	NEW	NEW	NEW	100%
OUTPUT	# development-related interactions (customer inspections/inquiries) provided	299,361	253,759	250,000	140,751	250,000
CUSTOMER SERVICE	90% customers happy with the service they received	COVID	97%	90%	97%	90%
RATIO	\$ value of constructed improvements : \$ Operational Budget ¹	\$ 384,915,929	\$392,703,238	\$375,000,000	\$233,077,835	\$390,000,000 : \$12,144,315
RESULT	# square feet constructed	6,799,728	6,030,809	6,350,000	3,721,383	DISCONTINUE
RESULT	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal	82%	46%	75%	37%	DISCONTINUE

¹ Previously reported on \$ Value of Constructed Improvements; added operational budget for FY 2023/24.

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding No



Explanation

Mandated Services:

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

Shared Services:

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	10,646,196	10,646,196	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	6,889,250	6,889,250	-
Revenue from Bonds & Other Debts	-	-	-	-	2,000	2,000	-
All Other Revenue Resources	-	-	-	-	220,270	220,270	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	7,111,520	7,111,520	-
Total Revenue	-	-	-	-	17,757,716	17,757,716	-
Personnel Services	-	-	-	-	6,837,181	6,837,181	-
Materials and Services	-	-	-	-	2,956,954	2,956,954	-
Capital Outlay	-	-	-	-	100,000	100,000	-
Operating Expense	-	-	-	-	9,894,135	9,894,135	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	5,613,581	5,613,581	-
Contingency	-	-	-	-	2,250,000	2,250,000	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	17,757,716	17,757,716	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

●With increasing interest rates, economists predict a possible slowdown. This possible cooling period is accounted for by reducing permitting revenue by 10% from YEE, and pausing some staff hires as we track construction activity ●Fill critical vacancies of Bldg Official and Deputy Bldg Official, and rebuild leadership team ●Upgrade the existing Accela permitting system to improve performance and offer new options for staff and customers ●Increase Neighborhood Livability Project support from \$10K to \$30K



Development Services

Septic

Purpose Statement

Protect public health and water quality by providing information, plan review + permitting and inspection services to properties not served by sewer systems

Performance Narrative Statement

The Onsite Wastewater (Septic) program again weathered several staffing challenges this year, with one team member out on extended leave, and two field staff resigning. Despite these challenges, program staff are again on track for fiscal 2023/2024 to provide nearly 20,000 development related interactions, albeit with significantly extended response & review times due to the staffing shortages. In addition, we anticipate an overall reduction in the number of applications for services and permits in part as a result of broad economic factors impacting several aspects of the construction industry.

Work is currently underway to bring the Onsite Wastewater program permitting actions onto the Development Direct platform, with full integration expected by the end of calendar 2023, well ahead of the 2025 target. Costs for this have already been included in the 2021/2022 & 2022/2023 budgets.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2025, electronic plan review (EPR) will be available for customers who submit septic permit applications	NEW	NEW	NEW	NEW	100%
OUTPUT	# development-related interactions provided	16,905	20,816	21,000	10,445	21,000
CUSTOMER SERVICE	90% customers happy with the service they received	COVID	98%	90%	94%	90%
RATIO	# site evaluations completed within 45 calendar days of application submittal : # applications submitted ¹	74%	48%	60%	100%	156 : 240

¹ Ratio measure was previously reported as a percentage.

Program includes:

Mandated Services	<input type="text" value="Yes"/>
Shared Services	<input type="text" value="Yes"/>
Grant Funding	<input type="text" value="No"/>



Explanation Mandated Services:

The codes related to septic systems come from the Department of Environmental Quality (DEQ) and are applicable throughout Oregon. State law allows DEQ to enter into contracts with counties to act as agents on their behalf to implement septic related rules and regulations. This allows a more tailored approach in the provision of services based on the needs and unique characteristics of a given jurisdiction. Clackamas County has been in contract with DEQ since the 1970's to provide these services and continues to be the highest volume contract county in the state of Oregon.

Shared Services:

The County provides septic related services to those areas not served by a centralized sewer system. While the County has been in contract with DEQ to implement septic codes for over four decades, DEQ is responsible for code and policy development, and determining required licensure and training for inspectors.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	588,679	588,679	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	40,767	40,767	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	677,588	677,588	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	6,000	6,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	724,355	724,355	-
Total Revenue	-	-	-	-	1,313,034	1,313,034	-
Personnel Services	-	-	-	-	1,000,008	1,000,008	-
Materials and Services	-	-	-	-	235,536	235,536	-
Capital Outlay	-	-	-	-	14,000	14,000	-
Operating Expense	-	-	-	-	1,249,544	1,249,544	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	63,490	63,490	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	1,313,034	1,313,034	-

Revenues Less Expenses

Notes:
 Adjust operations and timeline expectations to continue being as responsive as possible to our customers while remaining responsible for providing high quality service. Implementation of Development Direct, will provide consistency and efficiency with other permitting programs at the County. A possible cooling period for development is impacting program revenues and increasing costs have eroded the fund balance. A vacancy will be held to realize the impact of the interest rate increases.



Development Services

Development Engineering

Purpose Statement

Review, permit + inspect required infrastructure to ensure consistency with engineering standards and regulations

Performance Narrative Statement

FY 2023/2024 represents the first year that Development Engineering is a standalone program as it was previously included as part of the Land Use, Development Review & Permitting program. Development Engineering will respond to 50,000 development related inquiries from the community.

Utility permits issued have been increasing quickly. This program is estimating an increase of 65% in FY 2023/2024 from FY 2021/2022 actuals. These utility permits allow the County to regulate the location and repair work needed for the utility companies to perform work in the right of way. These permits help the County protect the roadways and the community. The County is not able to collect fees for these permits.

Staff in this program are estimated to issue 649 permits in FY 2023/2024 excluding the utility permits. Permitting and inspection services support the community by providing safe and orderly development of property, increased jobs from construction, and the resulting economic development. Development Engineering is watching for changes in permitting activity as interest rates, materials, and labor costs are anticipated to increase in FY 2023/2024.

Development Engineering, in partnership with Technology Services and other programs in Development Services, will be undertaking a project to improve our permitting enterprise software. This initiative has a timeline of completion by 2024, and will result in a more stable permitting system with increased functionality for staff and customers.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2025, complete 90% of development permit initial reviews within 6 weeks of submittal	NEW	NEW	NEW	NEW	65%
OUTPUT	# utility permits issued	1,439	1,888	1,800	1,146	2,900
CUSTOMER SERVICE	90% customers happy with the service they received	COVID	95%	90%	95%	90%
OPERATIONAL	# development-related interactions provided	NEW	43,571	44,000	28,516	50,000
RESULT	% new commercial, industrial and multi-family site development permits issued within 60 calendar days of application submittal	29%	30%	40%	13%	DISCONTINUE

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Mandated Services:

The Oregon Constitution (Article IX, Section 3a) dedicates the highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.; thus mandating the use of the Road Fund revenues. ORS 192, 368.016, 368.036, 758.010; County Roadway Standards.



600210-Development Engineering
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	2,132,366	2,132,366	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	721,246	721,246	-
Revenue from Bonds & Other Debts	-	-	-	-	3,500	3,500	-
All Other Revenue Resources	-	-	-	-	25,000	25,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	2,882,112	2,882,112	-
Total Revenue	-	-	-	-	2,882,112	2,882,112	-
Personnel Services	-	-	-	-	2,376,043	2,376,043	-
Materials and Services	-	-	-	-	431,069	431,069	-
Capital Outlay	-	-	-	-	75,000	75,000	-
Operating Expense	-	-	-	-	2,882,112	2,882,112	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	2,882,112	2,882,112	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

-With increasing interest rates, economists predict a possible slowdown. This possible cooling period is accounted for by reducing permitting revenue by 10% from YEE -Upgrade the existing Accela permitting system to improve performance and offer new options for staff and customers -Limited term scanning position will mitigate the scanning backlog



600203-Land Use, Development Review & Permitting

BCC Priority Alignment: Vibrant Economy

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	11,386,045	11,090,587	11,436,644	11,953,268	-	(11,436,644)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,321,858	1,737,823	1,771,876	1,309,417	-	(1,771,876)	-100%
Charges, Fees, License, Permits, Fines, Assessments	10,972,389	11,631,128	10,861,140	10,545,754	-	(10,861,140)	-100%
Revenue from Bonds & Other Debts	-	15,236	4,433	3,250	-	(4,433)	-100%
All Other Revenue Resources	207,073	136,680	286,490	235,600	-	(286,490)	-100%
Other Interfund Transfers	1,519,736	-	131,830	-	-	(131,830)	-100%
General Fund Support	-	2,206,912	2,391,633	2,391,633	-	(2,391,633)	-100%
Operating Revenue	14,021,056	15,727,779	15,447,402	14,485,654	-	(15,447,402)	-100%
Total Revenue	25,407,100	26,818,366	26,884,046	26,438,922	-	(26,884,046)	-100%
Personnel Services	10,010,237	10,157,423	12,448,210	9,746,009	-	(12,448,210)	-100%
Materials and Services	4,425,626	4,701,097	4,383,125	4,235,441	-	(4,383,125)	-100%
Capital Outlay	562,140	7,200	253,830	305,785	-	(253,830)	-100%
Operating Expense	14,998,004	14,865,720	17,085,165	14,287,235	-	(17,085,165)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	8,451,369	-	-	(8,451,369)	-100%
Contingency	-	-	1,347,513	-	-	(1,347,513)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	14,998,004	14,865,720	26,884,047	14,287,235	-	(26,884,047)	-100%
Revenues Less Expenses	10,409,097	11,952,646	-	12,151,687	-		

Notes:

Program was broken out from the Land Use, Development Review & Permitting combined program (600203) to individual programs within the Development Services line of business (6002) as part of the DTD/BCS reorganization.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,209,826	303,845	216,933	95,013	-	(216,933)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	989,871	1,072,316	3,325,617	1,494,418	-	(3,325,617)	-100%
Charges, Fees, License, Permits, Fines, Assessments	25,860	370,651	383,730	362,373	-	(383,730)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	3,709	-	-	-	-	-	-
Other Interfund Transfers	657,196	-	-	-	-	-	-
General Fund Support	-	189,188	211,340	211,340	-	(211,340)	-100%
Operating Revenue	1,676,636	1,632,156	3,920,687	2,068,131	-	(3,920,687)	-100%
Total Revenue	2,886,462	1,936,001	4,137,620	2,163,144	-	(4,137,620)	-100%
Personnel Services	1,407,243	1,417,541	1,539,549	1,170,827	-	(1,539,549)	-100%
Materials and Services	493,882	423,446	2,588,070	910,382	-	(2,588,070)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,901,125	1,840,987	4,127,619	2,081,209	-	(4,127,619)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	10,000	-	-	(10,000)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,901,125	1,840,987	4,137,619	2,081,209	-	(4,137,619)	-100%
Revenues Less Expenses	985,337	95,014	-	81,935	-		

Notes:
 Program was moved from the Land Use, Development Review & Permitting line of business (600204) to the Visioning Services line of business (600404) as part of the DTD/BCS reorganization.



600209-Revenue Collected on Behalf of Other Agencies

BCC Priority Alignment: Accountable Government

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	32,400	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	2,906,010	4,500,000	4,467,600	-	(4,500,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	2,906,010	4,500,000	4,500,000	-	(4,500,000)	-100%
Total Revenue	-	2,906,010	4,500,000	4,500,000	-	(4,500,000)	-100%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	2,906,010	4,500,000	4,500,000	-	(4,500,000)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	2,906,010	4,500,000	4,500,000	-	(4,500,000)	-100%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

Program was moved from the Development Services line of business (6002) to a pass-through program (8007); fees are collected on behalf of other agencies and distributed, not department program income/expenses.



600302-Code Enforcement

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	253,024	270,306	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	4,284	11,719	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,018,725	817,760	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	3,718	119	-	-	-	-	-
Other Interfund Transfers	264,194	-	-	-	-	-	-
General Fund Support	-	216,518	-	-	-	-	-
Operating Revenue	1,290,922	1,046,116	-	-	-	-	-
Total Revenue	1,543,945	1,316,422	-	-	-	-	-
Personnel Services	988,484	728,169	-	-	-	-	-
Materials and Services	285,155	305,296	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,273,639	1,033,465	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,273,639	1,033,465	-	-	-	-	-
Revenues Less Expenses	270,306	282,958	-	-	-	-	-

Notes:
 The code enforcement program was embedded in Building Codes, Sustainability & Land Use Planning in FY 2022/2023. The program is being re-established (500506) in FY 2023/2024 as part of the DTD/BCS reorganization.



600304-Sustainability & Solid Waste

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,918,968	1,626,570	1,811,513	2,183,976	-	(1,811,513)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	649,301	551,406	588,630	1,007,009	-	(588,630)	-100%
Charges, Fees, License, Permits, Fines, Assessments	11,622	22,223	11,600	55,958	-	(11,600)	-100%
Revenue from Bonds & Other Debts	2,453	-	-	-	-	-	-
All Other Revenue Resources	1,978,557	2,145,251	2,084,800	2,218,774	-	(2,084,800)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,641,932	2,718,880	2,685,030	3,281,741	-	(2,685,030)	-100%
Total Revenue	4,560,900	4,345,450	4,496,543	5,465,717	-	(4,496,543)	-100%
Personnel Services	1,412,024	1,435,767	2,130,197	1,285,854	-	(2,130,197)	-100%
Materials and Services	1,084,335	963,660	931,200	1,196,710	-	(931,200)	-100%
Capital Outlay	92,972	-	-	-	-	-	-
Operating Expense	2,589,331	2,399,427	3,061,397	2,482,564	-	(3,061,397)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	345,000	45,000	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,085,146	-	-	(1,085,146)	-100%
Contingency	-	-	350,000	-	-	(350,000)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,934,331	2,444,427	4,496,543	2,482,564	-	(4,496,543)	-100%
Revenues Less Expenses	1,626,570	1,901,022	-	2,983,153	-		

Notes:
 Program was moved from the Livable Communities line of business (600304) to the Community Services line of business (500508) as part of the DTD/BCS reorganization.



**Visioning Services
Long-Range Planning**

Purpose Statement

Support community design + economic investment based on coordinated policies that guide future development

Performance Narrative Statement

The Long-Range Planning Program provides residents, businesses, local, regional and state partners, as well as County decision-makers with the opportunity to participate, review, discuss, comment and guide recommendations on long range planning policies and projects. This program manages projects that update the Comprehensive Plan and Zoning and Development Ordinance (ZDO). In addition, the program provides regional coordination support for complex planning projects, such as response to the Oregon Toll Program, input on the 2023 Regional Transportation Plan, development of state administrative rules related to housing and other land development issues, and staff expertise for partner jurisdiction projects.

Due to reduced staff levels in the land use planning program, the BCC delayed several projects on the Long Range Planning work program. Implementation of new state requirements will be an ongoing responsibility. In addition, reduced staffing highlights the need for more efficient administration of the zoning code. As a result, the program will shift focus to code amendments that streamline and clarify zoning regulations.

The following projects to update the Comprehensive Plan and Zoning Development Ordinance will be underway between July 1, 2023 and June 30, 2024.

Land Use Projects:

- Luscher Farm – Identify Comprehensive Plan and ZDO changes needed to integrate work completed by Lake Oswego for the Luscher Farm Park Master Plan.
- Implement Climate Friendly & Equitable Communities Administrative Rules – Amend the ZDO to implement new parking requirements adopted by the Land Conservation and Development Commission.
- Minor and Time Sensitive ZDO Amendments – These amendments will be presented for action to the Planning Commission and the Board of County Commissioners, as needed.

Transportation Projects:

- Bike-Walk Clackamas Plan – This work will update the Pedestrian and Bikeway Plans and identify priority infrastructure investments.
- Transportation System Plan - An update of the Transportation System Plan will start in July of 2023 and will conclude by the end of 2025.

Key Performance Measures

RESULT	Description	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23	
					Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2026, complete 75% of the currently proposed Zoning and Development Ordinance (ZDO) housekeeping amendments that improve the usability of the Ordinance, remove regulations, or add new options for how to use your land	NEW	NEW	NEW	NEW	25%
RESULT	% projects on Long-Range Planning Work Program completed in the planned year	73%	25%	45%	0%	40%
OUTPUT	% of staff time spent performing community outreach	NEW	NEW	NEW	NEW	15%
CUSTOMER SERVICE	\$ grant funding received : # hours developing applications	NEW	NEW	NEW	NEW	\$1,000,000 : 300
RESULT	By 2025, complete 1,005 of ADA ramp retrofits, as outlined in the adopted ADA Transition Plan 2	58	219	100	REPORTED ANNUALLY	DISCONTINUE

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Mandated Services:

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

Shared Services:

Land Use permitting, building permits and inspections and land use planning and coordination are State/County shared services.

Grant Funding:

The Long Range Planning Program includes several projects that are supported through grant funding.



600404-Long Range Planning
 BCC Priority Alignment: Vibrant Economy
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	81,935	81,935	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	1,592,709	1,592,709	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	385,423	385,423	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	450,000	450,000	-
Operating Revenue	-	-	-	-	2,428,132	2,428,132	-
Total Revenue	-	-	-	-	2,510,067	2,510,067	-
Personnel Services	-	-	-	-	1,431,575	1,431,575	-
Materials and Services	-	-	-	-	1,069,569	1,069,569	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	2,501,144	2,501,144	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	8,922	8,922	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	2,510,066	2,510,066	-

Revenues Less Expenses

Notes:
 Land use projects are impacted by the need to backfill for public service and permit processing in response to staff reductions in current planning. Projects will: •Respond to mandates imposed by state legislation •Zoning code amendments to streamline regulations and increase efficiency of administering the code Transportation Planning will focus on two primary projects: •Transportation System Plan •Walk/Bike Clackamas Plan



Visioning Services Regional Policy Coordination

Purpose Statement

Provide coordination and strategic planning efforts with cities, regional, and state partners + project management services, and pursue grant funding

Performance Narrative Statement

The Regional Policy Coordination Program works with internal and external partners on regional coordination, identifies funding opportunities and strategies to win grants, and manages significant planning projects with broad public impact. Significant work includes:

- **Sunrise Gateway Community Visioning Project.** In support of the Board's goal that "By 2024, funding for the next phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, regional and local funding sources," commence work on the Sunrise Gateway Community Visioning Project. This project will initiate robust community engagement and the production of an equitable development plan for this corridor. This plan will guide future transportation, housing, and other investments in the coming years. To support this work, we are receiving \$4 million in funds over the next 2 years to hire a consultant for this project.

- **Tolling.** Coordinate with regional partners, attend technical committees, and provide reviews of technical documents for both the I-205 Tolling Project and the Regional Mobility Pricing Project. Both are significant and complex ODOT projects proposing tolling both I-205 and I-5. Both projects are proceeding with federal NEPA processes.

Key Performance Measures

		FY 22-23				
		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2025, complete the Sunrise Visioning Project and associated Comprehensive Plan amendments	NEW	NEW	NEW	NEW	50%
RESULT	# hours spent on regional coordination	NEW	NEW	NEW	NEW	1,680
OUTPUT	# regional coordination groups actively engaged in	NEW	NEW	NEW	NEW	10
CUSTOMER SERVICE	# grants awarded : # grants applied for	NEW	NEW	NEW	NEW	3 : 8

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Shared Services:

Land use planning and coordination are State/County shared services.

Grant Funding:

The Sunrise Visioning Project is supported through grant funding.



600405-Regional Policy Coordination
 BCC Priority Alignment: Vibrant Economy
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	3,094,778	3,094,778	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	50,000	50,000	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	3,144,778	3,144,778	-
Total Revenue	-	-	-	-	3,144,778	3,144,778	-
Personnel Services	-	-	-	-	460,644	460,644	-
Materials and Services	-	-	-	-	2,684,134	2,684,134	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	3,144,778	3,144,778	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	3,144,778	3,144,778	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 New program in the Visioning Services line of business. Goals include: ●State/Regional coordination on significant issues, such as tolling and land availability ●Project management for significant projects, such as Sunrise Gateway Corridor Community Visioning ●Create plan to expand equity work within the department in partnership with EIO ●Partner with PGA on State/Federal legislative engagement for department priorities ●Develop capacity to secure local, state and federal funding for all DTD programs



Visioning Services Economic Development

Purpose Statement

Provide analysis, business growth opportunities + coordination of services for businesses + workforce, community partners and policy makers

Performance Narrative Statement

Economic Development 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.

Through evaluation of properties & lands available in Clackamas County, staff will determine location size to target industries and businesses that can relocate and/or expand their workforce, service or production offerings.

Direct investment is established based on current businesses in pipeline and their estimated required investment to relocate and/or grow their business in Clackamas County.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
RESULT	By 2028, two businesses in the top 5-targeted industries will choose to relocate to and/or expand an existing business in Clackamas County	NEW	NEW	NEW	NEW	62%
OUTPUT	\$ of investment realized through Economic Development efforts	NEW	NEW	NEW	NEW	\$1 M
CUSTOMER SERVICE	% increase in self-sufficiency wage jobs	NEW	NEW	NEW	NEW	0.50%
RESULT	# new jobs created in enterprise zones	0 jobs	0 jobs	25 jobs	31 jobs	DISCONTINUE
OUTPUT	\$ invested by businesses in enterprise zones	\$0	\$0	\$5 M	\$16.527 M	DISCONTINUE

Program includes:

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



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.



600406-Office of Economic Development
 BCC Priority Alignment: Vibrant Economy
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	5,209,681	5,209,681	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	2,379,532	2,379,532	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	10,300	10,300	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	130,867	130,867	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	2,520,699	2,520,699	-
Total Revenue	-	-	-	-	7,730,380	7,730,380	-
Personnel Services	-	-	-	-	1,029,384	1,029,384	-
Materials and Services	-	-	-	-	1,176,743	1,176,743	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	2,206,127	2,206,127	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	1,030,000	1,030,000	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	3,994,253	3,994,253	-
Contingency	-	-	-	-	500,000	500,000	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	7,730,380	7,730,380	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 • Perform an Economic Landscape Analysis to get a better understanding of our business and workforce needs. • Perform a business friendly survey to grade Clackamas County, identifying possible improvements to make us more business friendly. • The results of these efforts will help guide the priorities when developing the Office of Economic Development strategic plan. • By 2028, increase the number of jobs in Clackamas County that pay self-sufficiency wages by 3%.



650202-Economic Development
 BCC Priority Alignment: *Vibrant Economy*
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	3,340,940	4,542,305	5,126,183	5,213,008	-	(5,126,183)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	9,348,001	5,002,721	2,100,000	2,355,972	-	(2,100,000)	-100%
Charges, Fees, License, Permits, Fines, Assessments	56,516	17,328	10,000	10,000	-	(10,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	50,024	26,233	30,000	60,000	-	(30,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	9,454,541	5,046,282	2,140,000	2,425,972	-	(2,140,000)	-100%
Total Revenue	12,795,481	9,588,587	7,266,183	7,638,980	-	(7,266,183)	-100%
Personnel Services	480,602	312,731	739,743	681,549	-	(739,743)	-100%
Materials and Services	955,231	671,171	1,520,670	1,098,100	-	(1,520,670)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,435,833	983,902	2,260,413	1,779,649	-	(2,260,413)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	6,754,342	3,320,500	4,710,916	586,650	-	(4,710,916)	-100%
Transfers	63,000	63,000	63,000	63,000	-	(63,000)	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	231,854	-	-	(231,854)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	8,253,175	4,367,402	7,266,183	2,429,299	-	(7,266,183)	-100%
Revenues Less Expenses	4,542,305	5,221,185	-	5,209,681	-		

Notes:
 Program was moved from the BCS Economic Development program (650202) to the Office of Economic Development (600406) as part of the DTD/BCS reorganization.



Department of Transportation Miscellaneous Pass-through Programs

Pass-through funding is money given to a government or organization with a condition that it be given to another government or organization and is not available for county use. Below are programs receiving these restricted funding sources.

- 800703 - Tax Title Land
- 800704 - \$ Collected On Behalf of Other Agency
- 800705 – CountyWide TSDC
- 800706 – HV Joint Area TSDC

The County Event Center program receives self-generated revenue and Transient Lodging Tax that can only be used for expenses related to County Fair program activities.

- 800701 - County Event Center



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	324,162	324,162	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	7,920,944	7,920,944	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	725,500	725,500	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	1,169,092	1,169,092	-
Other Interfund Transfers	-	-	-	-	589,230	589,230	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	10,404,766	10,404,766	-
Total Revenue	-	-	-	-	10,728,928	10,728,928	-
Personnel Services	-	-	-	-	807,000	807,000	-
Materials and Services	-	-	-	-	1,608,625	1,608,625	-
Capital Outlay	-	-	-	-	8,042,777	8,042,777	-
Operating Expense	-	-	-	-	10,458,402	10,458,402	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	2,000	2,000	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	268,526	268,526	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	10,728,928	10,728,928	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 ORS 565 requires each county that holds a county fair to establish and maintain a fair fund. All revenues and expenses associated with County Fair activities are accounted for in this fund; however, the County Fair Board approves the formal budget and associated financial transactions. County ARPA funds were approved to help support the state funded capital project to build a new multi-purpose building.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	317,847	317,847	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	275,000	275,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	275,000	275,000	-
Total Revenue	-	-	-	-	592,847	592,847	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	403,800	403,800	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	403,800	403,800	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	189,047	189,047	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	592,847	592,847	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

Program provides financial transaction services to the Property Disposition program so it can continue to effectively manage tax-foreclosed properties. Per ORS 275, when net proceeds from surplus property sales and transfers exceed the Tax, Title, Land program expenses (including reserve requirements), these excess funds are distributed to taxing entities within Clackamas County. Actual distribution and dollars amounts vary from year to year.



800704-\$ Coll On Behalf of Other Agcy
BCC Priority Alignment: Accountable Government
Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	4,500,000	4,500,000	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	4,500,000	4,500,000	-
Total Revenue	-	-	-	-	4,500,000	4,500,000	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	4,500,000	4,500,000	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	4,500,000	4,500,000	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
Oregon Budget Law defines Special Payments as the payment of taxes, fees or charges collected by one entity and then made to another organization on a pass-through basis. Many programs in Transportation & Development collect fees on behalf of another agency. The collection and payment of those fees will be budgeted in this program. DTD programs collecting these revenues include Building Codes, Septic, Planning, Sustainability, Transportation System Development Charges and Traffic Safety.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	16,382,534	16,382,534	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	1,758,200	1,758,200	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	150,000	150,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	1,908,200	1,908,200	-
Total Revenue	-	-	-	-	18,290,734	18,290,734	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	370,488	370,488	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	370,488	370,488	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	3,784,744	3,784,744	-
Reserve for Future Expenditures	-	-	-	-	9,135,502	9,135,502	-
Contingency	-	-	-	-	5,000,000	5,000,000	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	18,290,734	18,290,734	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 This fee is charged on development based on number vehicle trips added to the road system to add capacity to the county road system. Money is transferred out of this program to support eligible capital projects. Almost \$3.8M will be transferred to support nine projects. - \$3.5M will support 7 Community Road Fund projects - About \$230k will support 2 Transportation Engineering & Construction projects More than \$9.6M in transfers are programmed over 5-years. Contingency reflects current bid environment.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	1,394,266	1,394,266	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	14,000	14,000	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	14,000	14,000	-
Total Revenue	-	-	-	-	1,408,266	1,408,266	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	202,967	202,967	-
Reserve for Future Expenditures	-	-	-	-	705,299	705,299	-
Contingency	-	-	-	-	500,000	500,000	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	1,408,266	1,408,266	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 This is the remaining County balance of developer paid fees from the Happy Valley Joint Transportation System Development Charge area. An agreement is in place with the City of Happy Valley to use the remaining funds to cover county staff project management of the SE 172nd Avenue extension north. Per the aforementioned agreement, when the fund balance is spent, the county will direct bill the city for any additional staff time and this program will be closed.



Health, Housing & Human Services

FY23-24 BUDGET PRESENTATION

Tab 21 - 1



FY22-23 Major Accomplishments

AREA	DESCRIPTION
CFCC Workforce	Received a 3-year US Dept. of Justice grant for \$900,000 to provide employment and training services in partnership with the CC Sheriff's Office. The grant will serve 60 adults each year; services begin during incarceration at the jail and continue 12 months post release. Secured a 2-year contract with the State of Oregon Dept. of Human Services Self-Sufficiency Programs to continue providing employment/training services and mental health navigation for over 300 low income families in Clackamas County. Expanded employment and training services for veterans after receiving grants from the US. Dept. of Labor and Oregon Dept. of Veteran Affairs. Provided criminal expungement services in partnership with Clackamas Workforce Partnership to improve employment, education and housing access for over 700 residents.
Behavioral Health Division – Safety Net Services	Expanded the Aid and Assist Program with the goal of decreasing the number of individuals who are sent to the Oregon State Hospital for restoration in favor of restoration in the community, which includes legal skills training, connection to behavioral health services and housing.
Health Centers - Primary Care / Dental / Behavioral Health Clinics	Opened the Sandy Health Center in October 2022, bringing fully integrated primary care, behavioral health and dental services to the Sandy community.
Health Centers - Behavioral Health Clinics	Successfully transitioned behavioral health services from Hilltop and Stewart buildings to temporary locations on the Red Soils campus.

FY22-23 Major Accomplishments

AREA	DESCRIPTION
Public Health - Access to Preventative Health	Oregon City Women, Infant, & Child (WIC) Office successfully relocated from Library Court to the Public Services Building (PSB) 1st floor, co-located with Social Services. This change is enabling warm-handoffs for Social Services and WIC clients and has improved visibility for WIC because of its prominent location in PSB.
Public Health - The Center for Population Health	In 2022, Project Hope and its multi-disciplinary partners (community paramedics, peer recovery mentors, case managers, and law enforcement) connected 226 people to services including substance use disorder treatment, peer support, housing, primary and behavioral health care, employment and harm reduction services. Substance Use & Overdose Prevention Program distributed over 2500 naloxone kits to community partners serving at-risk individuals.
Social Services – Housing Support	The Housing Program and our community partners distributed \$5,943,590 in rent and utility assistance to 831 households between July 1, 2022 and February 28, 2023. Of the households served, 20% identified their ethnicity as Latinx and 35% identified as households of color.
Housing & Community Development – New Division	Established the new Housing & Community Development (HCD) Division to consolidate all of the county’s housing and homeless services functions into a single division. This will increase visibility into how resources are allocated and it will improve system coordination, eliminate redundancy, and increase efficiency, both internally and in the provision of services.
Housing & Community Development - Various	As part of increasing service levels funded by the Metro Supportive Housing Services Measure, HCD launched new procurements for Safety off the Streets, Outreach & Engagement, Supportive Housing Case Management, Housing Navigation & Placement, Rapid Re-Housing, Youth Homeless Services, and Technical Assistance & Capacity Building. These procurements resulted in more than 20 new contracts, including the first coordinated outreach and engagement system in county history (six service providers to support this new system alone).

Performance Clackamas

Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
CFCC - Prevention	Percent of clients with a domestic violence safety plan and/or increased knowledge and resources.	92%	95%	92%	95%
CFCC - Workforce	Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment).	82%	55%	85%	55%
Public Health Division: Office of Public Health Emergency Services	Achieve a 90% or higher response time every month for emergency medical services providers.	92%	90%	93%	90%
Behavioral Health Division - System of Care	By 2025, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need.	99%	95%	96%	95%
Behavioral Health Division - Safety Net Services	Percent of Medicaid or uninsured patients that do not get readmitted to a hospital within 30 days.	88%	85%	87%	85%

Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Social Services - Supportive Housing	Percent of households served through permanent and transitional housing that move to or maintain stable housing.	98%	75%	90%	75%
Health Centers - Primary Care	Percent of patients with Diabetes with blood sugar levels under control.	67%	72.5%	73%	75%
Health Centers – Dental Clinics	Percent of children (age 1-14) seen at Dental Health Centers receiving preventative dental services.	96%	43.1%	78%	55%
Housing & Community Development – Community Preservation	Annual average reduction in energy costs per household (percent and amount) following weatherization.	29% \$784	Funder required - 12% reduction in energy costs	29% YTD \$830 YTD	12%
Housing & Community Development – Outreach & Engagement	Percent of people on the By-name-list have had at least one service provider contact.	N/A	N/A	N/A	85%

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
H3S Administration	Directors' Office	Ensure Healthy, Safe, and Secure Communities	\$2.83M	26%	74%	None	100%	72%
Behavioral Health Division	Behavioral Health Administration	Ensure Healthy, Safe, and Secure Communities	\$6.24M	5%	23%	Federal & State	100%	69%
	Behavioral Health System of Care	Ensure Healthy, Safe, and Secure Communities	\$9.52M	15%	1%	Federal & State	82%	100%
	Peer Delivered Services	Ensure Healthy, Safe, and Secure Communities	\$2.46M	6%	0%	Federal & State	8%	75%
	Prevention & Stigma Reduction	Ensure Healthy, Safe, and Secure Communities	\$.70M	27%	0%	State	69%	100%
	Safety Net Services	Ensure Healthy, Safe, and Secure Communities	\$9.30M	19%	2%	Federal & state	94%	75%
Children, Family & Community Connections	Workforce	Vibrant Economy	\$2.72M	22.00%	78.00%	None	100%	100% Exceeds
	Prevention	Safe, Healthy & Secure Communities	\$4.87M	25.20%	74.80%	None	53%	50% Exceeds 25% Meet 25% Improve
	Conflict Resolution & Skill Dev.	Safe, Healthy & Secure Communities	\$1.13M	6.60%	93.40%	State	100%	100%

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Public Health Division	Public Health Administration	Safe, Healthy & Secure Communities	\$0.79M	0%	100%	Federal	100%	70%
	Access to Preventative Health	Safe, Healthy & Secure Communities	\$4,77M	21%	62%	Federal/State/IGA	100%	29%
	Office of Public Health Emergency Services	Safe, Healthy & Secure Communities	\$2,60M	0%	100%	Federal/State/IGA	80%	93%
	Environmental Health	Safe, Healthy & Secure Communities	\$2,99M	2%	98%	Federal/State	100%	93%
	Infectious Disease Control & Prevention	Safe, Healthy & Secure Communities	\$2,66M	14%	72%	Federal/State/IGA	96%	80%
	The Center for Population Health	Safe, Healthy & Secure Communities	\$6,03M	5%	81%	State	90%	Exceed target by 4%
	Vital Statistics	Safe, Healthy & Secure Communities	\$0.77M	0%	25%	State	100%	98%

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Social Services	Administration	Safe, Healthy & Secure Communities	\$9.55M	7%	91%	None	66%	100%
	Aging and Disability Resource Connection	Safe, Healthy & Secure Communities	\$3.60M	5%	95%	None	42%	100%
	Developmental Disabilities	Safe, Healthy & Secure Communities	\$22.8M	3%	97%	None	99%	100%
	Energy Assistance	Safe, Healthy & Secure Communities	\$5.18M	1%	99%	None	100%	100%
	Housing Support	Safe, Healthy & Secure Communities	\$11.0M	11%	89%	None	96%	100%
	Oregon Project Independence	Safe, Healthy & Secure Communities	\$1.70M	2%	98%	None	88%	100%
	Veterans Services	Safe, Healthy & Secure Communities	\$1.25M	58%	42%	None	100%	100%
	Volunteer Connection	Safe, Healthy & Secure Communities	\$2.35M	2%	98%	None	81%	100%

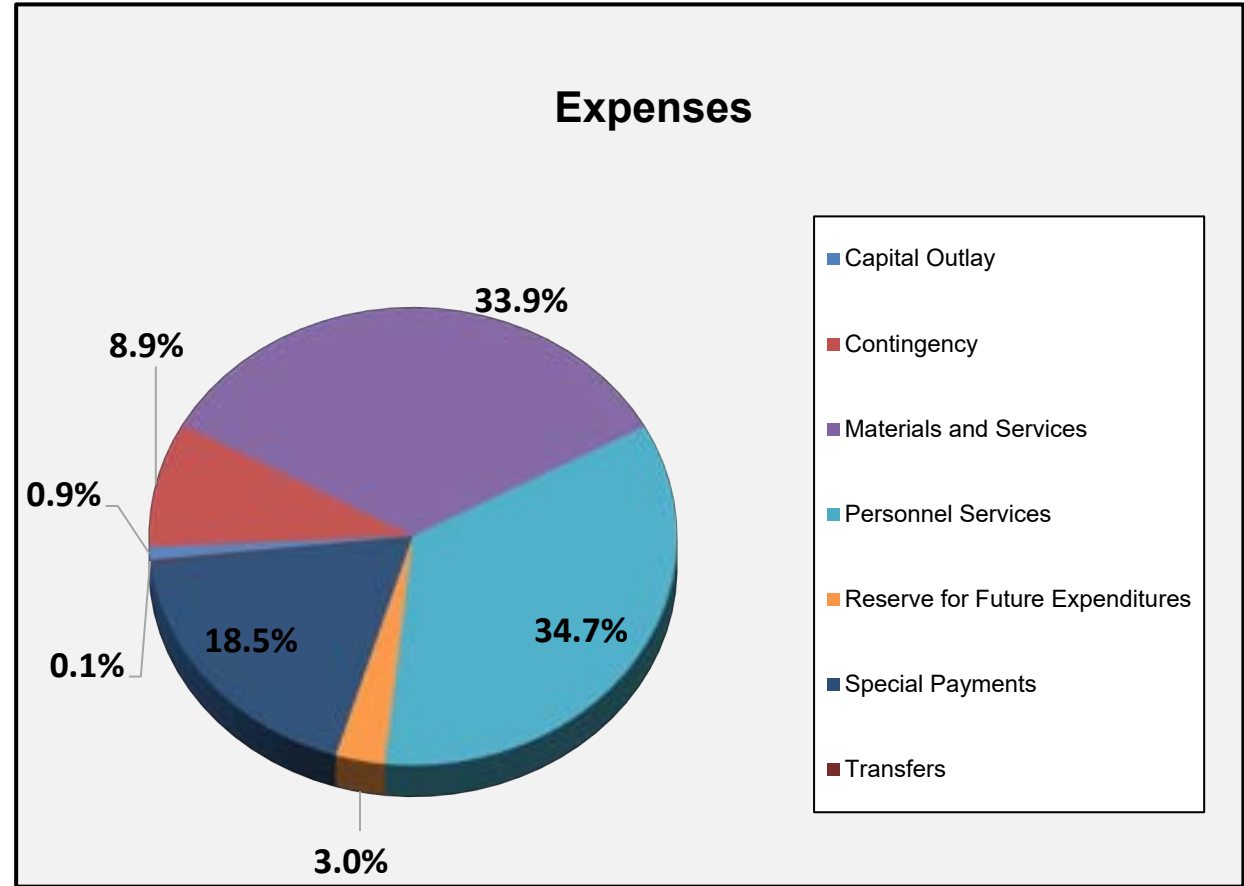
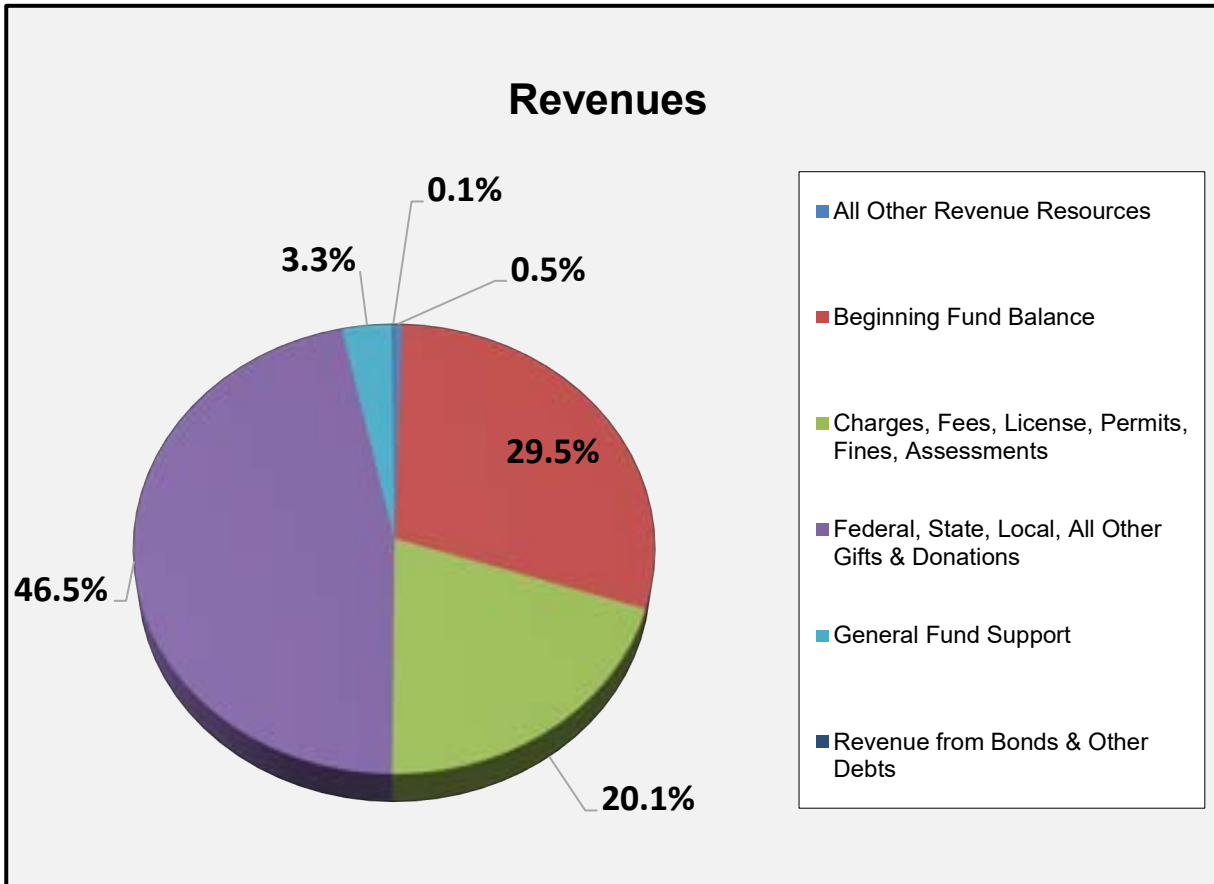
Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Health Centers	Health Centers Administration	Safe, Healthy & Secure Communities	\$24.7M	0%	100	None	89%	100%
	Primary Care	Safe, Healthy & Secure Communities	\$15.8M	0%	100	None	96%	100%
	Gladstone Pediatric Clinic & School Based Health Centers	Safe, Healthy & Secure Communities	\$5.0M	0%	100	None	100%	50%
	Dental	Safe, Healthy & Secure Communities	\$7.0M	0%	100	None	100%	100%
	Behavioral Health	Safe, Healthy & Secure Communities	\$19.9M	0%	100	None	98%	67%

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Housing & Community Development	Administration & Operations	Ensure Healthy, Safe, and Secure Communities	\$36.2M	0%	100%	None	100%	NA
	System Support & Coordination	Ensure Healthy, Safe, and Secure Communities	\$9.72M	0%	100%	None	100%	NA
	Community Preservation	Ensure Healthy, Safe, and Secure Communities	\$16.7M	0%	100%	None	100%	100%
	Outreach & Engagement	Ensure Healthy, Safe, and Secure Communities	\$2.88M	7%	100%	None	100%	NA
	Safety Off The Street	Ensure Healthy, Safe, and Secure Communities	\$24.0M	2%	100%	None	100%	NA
	Housing Placement & Retention	Ensure Healthy, Safe, and Secure Communities	\$8.74M	8%	100%	None	100%	NA
	Supportive Housing	Ensure Healthy, Safe, and Secure Communities	\$20.6M	0.40%	100%	None	100%	NA

FY23-24 Revenue and Expenses



Health, Housing and Human Services Department (40/64)

Line of Business	Program	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		General Fund (100)	ARPA (230)	Health Housing & Human Service Fund (240)	Health Center Fund (253)	Total Budget	General Fund Included in Budget**	Total FTE
H3S Administration	Director's Office Team			2,833,719		2,833,719	731,294	9.0
Social Services	Social Services Administration		-	9,558,944		9,558,944	677,952	15.0
Social Services	Aging & Disability Resource Connection			3,600,384		3,600,384	168,026	6.9
Social Services	Developmental Disabilities			22,885,330		22,885,330	592,722	101.5
Social Services	Energy Assistance			5,180,406		5,180,406	58,379	10.0
Social Services	Housing Support		-	11,021,193		11,021,193	1,245,751	32.3
Social Services	Oregon Project Independence			1,670,415		1,670,415	31,408	5.4
Social Services	Veteran Services			1,259,888		1,259,888	728,362	6.3
Social Services	Volunteer Connection			2,357,753		2,357,753	58,352	5.6
Children, Family & Community Connections	Workforce			2,728,292		2,728,292	600,000	16.0
Children, Family & Community Connections	Prevention Services			4,870,335		4,870,335	1,226,827	13.3
Children, Family & Community Connections	Conflict Resolution & Skill			1,138,886		1,138,886	74,628	6.2
Public Health	Public Health Administration		-	794,157		794,157	-	3.3
Public Health	Access to Preventative Health			4,773,639		4,773,639	997,352	21.0
Public Health	Office of Public Health Emergency Services			2,609,375		2,609,375	-	8.2
Public Health	Environmental Health		-	2,990,028		2,990,028	58,448	13.2
Public Health	Infectious Disease Control & Prevention		-	2,669,819		2,669,819	386,341	10.7
Public Health	The Center for Population Health			6,038,771		6,038,771	291,217	30.2
Public Health	Vital Statistics			779,390		779,390	-	4.4
Health Centers	Health Centers Administration		-		24,729,545	24,729,545	52,510	34.0
Health Centers	Primary Care				15,831,966	15,831,966	-	81.1
Health Centers	Gladstone Pediatric Clinic & School-Based				5,042,850	5,042,850	-	25.5
Health Centers	Dental				6,952,531	6,952,531	-	33.0
Health Centers	Behavioral Health Clinics				19,871,884	19,871,884	-	99.9
Behavioral Health Division	Behavioral Health Administration		-	6,249,016		6,249,016	323,095	22.3
Behavioral Health Division	Behavioral Health System of Care			9,529,437		9,529,437	46,768	26.0
Behavioral Health Division	Peer Delivered			2,466,081		2,466,081	-	1.0
Behavioral Health Division	Prevention & Stigma Reduction			709,934		709,934	-	2.0
Behavioral Health Division	Safety Net Services			9,306,627		9,306,627	182,026	33.5
Housing & Community Development	Administration & Operations			36,289,762		36,289,762	19,280	17.0
Housing & Community Development	System Support & Coordination			9,721,868		9,721,868	-	11.6
Housing & Community Development	Community Preservation			16,711,785		16,711,785	-	22.5
Housing & Community Development	Outreach & Engagement			2,880,955		2,880,955	203,426	0.0
Housing & Community Development	Safety Off The Streets		-	24,068,866		24,068,866	558,825	0.0
Housing & Community Development	Housing Placement & Retention			8,746,236		8,746,236	736,703	0.0
Housing & Community Development	Supportive Housing			20,614,809		20,614,809	78,925	0.0
Total		-	-	237,056,100	72,428,776	309,484,876	10,128,617	727.6
FY 22-23 (Amended)		1,409,617	3,728,953	176,662,332	62,799,543	244,600,445	10,349,130	797.4
\$ Increase (Decrease)		-1,409,617	-3,728,953	60,393,768	9,629,233	64,884,431	-220,513	-69.9
% Increase (Decrease)		-100.0%	-100.0%	34.2%	15.3%	26.5%	-2.1%	-8.8%

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

40-Health, Housing & Human Services (H3S) / 230-Special Grants Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	-	2,828,953	-	-	(2,828,953)	-100%
Federal, State, Local, All Other Gifts & Donations	-	3,755,328	900,000	1,076,165	-	(900,000)	-100%
Operating Revenue	-	3,755,328	900,000	1,076,165	-	(900,000)	-100%
Total Revenue	-	3,755,328	3,728,953	1,076,165	-	(3,728,953)	-100%
Personnel Services	-	2,536,413	1,165,589	-	-	(1,165,589)	-100%
Materials and Services	-	1,218,915	2,563,364	1,076,165	-	(2,563,364)	-100%
Operating Expenditure	-	3,755,328	3,728,953	1,076,165	-	(3,728,953)	-100%
Total Expense	-	3,755,328	3,728,953	1,076,165	-	(3,728,953)	-100%
Revenues Less Expenses	-	-	-	-	-		

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

40-Health, Housing & Human Services (H3S) / 240-Health Housing & Human Services Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	15,340,612	18,078,081	21,162,273	50,799,113	74,660,829	53,498,556	253%
Federal, State, Local, All Other Gifts & Donations	77,128,718	119,697,561	123,055,957	158,168,851	138,128,853	15,072,896	12%
Charges, Fees, License, Permits, Fines, Assessments	9,323,048	11,084,102	13,000,953	10,579,593	12,625,694	(375,259)	-3%
Revenue from Bonds & Other Debts	3,197	5,000,000	-	5,940	260,000	260,000	-
All Other Revenue Resources	662,333	393,267	237,900	212,373	1,304,617	1,066,717	448%
Other Interfund Transfers	9,252,383	63,000	715,310	234,200	-	(715,310)	-100%
General Fund Support	-	8,282,589	9,720,017	8,674,105	10,076,107	356,090	4%
Operating Revenue	96,369,678	144,520,518	146,730,137	177,875,061	162,395,271	15,665,134	11%
Total Revenue	111,710,290	162,598,599	167,892,410	228,674,174	237,056,100	69,163,690	41%
Personnel Services	39,203,906	41,369,113	59,962,482	47,574,877	63,612,949	3,650,467	6%
Materials and Services	38,346,907	45,546,907	41,940,141	38,441,041	93,027,893	51,087,752	122%
Capital Outlay	1,091,711	224,032	17,113,573	201,452	2,729,791	(14,383,782)	-84%
Operating Expenditure	78,642,523	87,140,053	119,016,196	86,217,370	159,370,632	40,354,436	34%
Debt Service	-	21,392	-	-	-	-	-
Special Payments	14,539,884	24,625,817	38,516,811	31,798,750	57,155,752	18,638,941	48%
Transfers	421,099	12,213	12,220	36,039,740	461,797	449,577	3679%
Contingency	-	-	10,247,183	-	10,734,523	487,340	5%
Reserve for Future Expenditures	-	-	100,000	-	9,333,396	9,233,396	9233%
Total Expense	93,603,506	111,799,475	167,892,410	154,055,860	237,056,100	69,163,690	41%
Revenues Less Expenses	18,106,785	50,799,124	-	74,618,315	-		

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

40-Health, Housing & Human Services (H3S) / 253-Clackamas Health Centers
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	17,319,445	17,472,869	11,842,567	16,308,015	16,771,886	4,929,319	42%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	9,497,377	8,470,589	7,832,684	10,107,551	5,844,880	(1,987,804)	-25%
Charges, Fees, License, Permits, Fines, Assessments	33,093,222	38,892,006	42,896,092	40,150,761	49,543,310	6,647,218	15%
Revenue from Bonds & Other Debts	45,963	45,963	45,970	45,963	45,960	(10)	0%
All Other Revenue Resources	203,860	496,563	182,230	167,880	170,230	(12,000)	-7%
Other Interfund Transfers	518,909	-	-	-	-	-	-
General Fund Support	-	496,039	-	-	52,510	52,510	-
Operating Revenue	43,359,332	48,401,160	50,956,976	50,472,155	55,656,890	4,699,914	9%
Total Revenue	60,678,777	65,874,029	62,799,543	66,780,170	72,428,776	9,629,233	15%
Personnel Services	31,878,009	33,321,456	40,407,554	36,778,452	43,660,894	3,253,340	8%
Materials and Services	10,829,234	11,346,124	10,549,423	12,411,183	11,995,996	1,446,573	14%
Capital Outlay	495,929	4,898,434	-	818,649	-	-	-
Operating Expenditure	43,203,172	49,566,014	50,956,977	50,008,284	55,656,890	4,699,913	9%
Special Payments	2,736	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	11,842,567	-	16,771,886	4,929,319	42%
Total Expense	43,205,908	49,566,014	62,799,544	50,008,284	72,428,776	9,629,232	15%
Revenues Less Expenses	17,472,869	16,308,015	-	16,771,886	-		

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

64-Health, Housing & Human Services (H3S) / 230-Special Grants Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	2,035	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	2,035	-	-	-	-	-
Total Revenue	-	2,035	-	-	-	-	-
Personnel Services	-	2,035	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expenditure	-	2,035	-	-	-	-	-
Total Expense	-	2,035	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-	-	-

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

64-Health, Housing & Human Services (H3S) / 240-Health Housing & Human Services Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	640,064	543,350	543,350	(514,570)	-	(543,350)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	3,910,644	3,474,360	6,463,572	4,865,814	-	(6,463,572)	-100%
Charges, Fees, License, Permits, Fines, Assessments	31,421	86,397	65,000	75,000	-	(65,000)	-100%
Revenue from Bonds & Other Debts	662,198	791,019	488,000	430,000	-	(488,000)	-100%
All Other Revenue Resources	15,942	3,305	1,210,000	1,000,000	-	(1,210,000)	-100%
Other Interfund Transfers	25,622	-	-	-	-	-	-
General Fund Support	-	27,859	-	-	-	-	-
Operating Revenue	4,645,827	4,382,940	8,226,572	6,370,814	-	(8,226,572)	-100%
Total Revenue	5,285,891	4,926,290	8,769,922	5,856,244	-	(8,769,922)	-100%
Personnel Services	1,251,089	1,155,417	1,419,087	1,095,929	-	(1,419,087)	-100%
Materials and Services	2,035,081	2,881,553	4,805,123	3,997,719	-	(4,805,123)	-100%
Capital Outlay	-	-	55,000	-	-	(55,000)	-100%
Operating Expenditure	3,286,170	4,036,970	6,279,210	5,093,648	-	(6,279,210)	-100%
Debt Service	2,591	-	-	-	-	-	-
Special Payments	1,453,780	1,403,890	1,947,362	750,000	-	(1,947,362)	-100%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	543,350	-	-	(543,350)	-100%
Total Expense	4,742,541	5,440,860	8,769,922	5,843,648	-	(8,769,922)	-100%
Revenues Less Expenses	543,350	(514,570)	-	12,596	-		

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

28-Resolution Services / 100-General Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	65,250	-	-	34,728	-	-	-
Federal, State, Local, All Other Gifts & Donations	102,424	625,905	601,004	723,544	-	(601,004)	-100%
Charges, Fees, License, Permits, Fines, Assessments	707,643	183,898	179,500	156,810	-	(179,500)	-100%
All Other Revenue Resources	-	80	-	-	-	-	-
Other Interfund Transfers	523,447	-	-	-	-	-	-
General Fund Support	-	559,629	629,113	305,511	-	(629,113)	-100%
Operating Revenue	1,333,514	1,369,512	1,409,617	1,185,865	-	(1,409,617)	-100%
Total Revenue	1,398,763	1,369,512	1,409,617	1,220,593	-	(1,409,617)	-100%
Personnel Services	991,078	1,017,156	1,085,812	875,766	-	(1,085,812)	-100%
Materials and Services	314,212	317,628	323,805	314,910	-	(323,805)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expenditure	1,305,290	1,334,784	1,409,617	1,190,676	-	(1,409,617)	-100%
Total Expense	1,305,290	1,334,784	1,409,617	1,190,676	-	(1,409,617)	-100%
Revenues Less Expenses	93,473	34,728	-	29,917	-		

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

*General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.

Significant Policy and/or Financial Issues

Description	Impact
<p>Mossman Order which limits the amount of time an individual under an Aid and Assist order can be 'restored' at the Oregon State Hospital, regardless of whether they are stable.</p>	<p>Individuals are discharged based on an imposed timeline, rather than when their mental health symptoms have been stabilized and they have been either found "able" or "unable". Once discharged, they are returned back to either the county jail or the community without adequate supports, including stable housing. There has been a 20% increase in returns to community restoration under this order.</p>
<p>One-time funding allocated by the State and Federal governments to respond to the COVID-19 pandemic has largely been exhausted, yet COVID-19 is still a reportable disease for local public health authorities and many responsibilities remain.</p>	<p>Public Health's Infectious Disease Control & Prevention program will continue to be stretched in balancing responsibilities associated with COVID-19 response, including disease education, compliance, testing, investigation, reporting, and mitigation, alongside other mandated communicable diseases responses.</p>
<p>SB 397 has made Oregon's expungement process faster, easier and more accessible, increasing eligibility and opportunity to reduce barriers to employment, education, and housing.</p>	<p>Over 700 residents met new eligibility criteria since the legislation took effect on January 1, 2022, resulting in the need to support community pathways to expungement (thereby increasing self-sufficiency and reducing reliance on programs across the county).</p>
<p>Site search and purchase or lease of new building for Health Centers behavioral health services (permanent replacement of the Hilltop and Stewart Clinics).</p>	<p>This presents the opportunity to identify a larger site (increased square footage) that will allow for an increase in mental health and substance use disorder services to help meet the increased community need for these services.</p>
<p>Increase in projected Supportive Housing Services funding as the county transitions to budgeting funds in the year of collections.</p>	<p>This will result in a significant one-time carryover balance and need for comprehensive spend-down plan for these one-time funds to make strategic investments in homeless services infrastructure and programming.</p>



Health, Housing and Human Services Department (40/64)

Department Budget Summary by Fund

<i>Line of Business</i>	<i>Program</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA (230)	FY 23-24 Health Housing & Human Service Fund (240)	FY 23-24 Health Center Fund (253)	FY 23-24 Total Budget	FY 23-24 General Fund Included in Budget**	FY 23-24 Total FTE
Resolution Services	Conflict Resolution and Skill Development	-				-	-	0.0
H3S Administration	Director's Office Team			2,833,719		2,833,719	731,294	9.0
Social Services	Social Services Administration		-	9,558,944		9,558,944	677,952	15.0
Social Services	Aging & Disability Resource Connection			3,600,384		3,600,384	168,026	6.9
Social Services	Developmental Disabilities			22,885,330		22,885,330	592,722	101.5
Social Services	Energy Assistance			5,180,406		5,180,406	58,379	10.0
Social Services	Housing Support		-	11,021,193		11,021,193	1,245,751	32.3
Social Services	Oregon Project Independence			1,670,415		1,670,415	31,408	5.4
Social Services	Veteran Services			1,259,888		1,259,888	728,362	6.3
Social Services	Volunteer Connection			2,357,753		2,357,753	58,352	5.6
Children, Family & Community Connections	Weatherization		-	-		-	-	0.0
Children, Family & Community Connections	Workforce			2,728,292		2,728,292	600,000	16.0
Children, Family & Community Connections	Prevention Services			4,870,335		4,870,335	1,226,827	13.3
Children, Family & Community Connections	Conflict Resolution & Skill			1,138,886		1,138,886	74,628	6.2
Public Health	Public Health Administration		-	794,157		794,157	-	3.3
Public Health	Access to Preventative Health			4,773,639		4,773,639	997,352	21.0
Public Health	Office of Public Health Emergency Services			2,609,375		2,609,375	-	8.2
Public Health	Environmental Health		-	2,990,028		2,990,028	58,448	13.2
Public Health	Infectious Disease Control & Prevention		-	2,669,819		2,669,819	386,341	10.7
Public Health	The Center for Population Health			6,038,771		6,038,771	291,217	30.2
Public Health	Vital Statistics			779,390		779,390	-	4.4
Health Centers	Health Centers Administration		-		24,729,545	24,729,545	52,510	34.0
Health Centers	Primary Care				15,831,966	15,831,966	-	81.1
Health Centers	Gladstone Pediatric Clinic & School-Based Health				5,042,850	5,042,850	-	25.5
Health Centers	Dental				6,952,531	6,952,531	-	33.0
Health Centers	Behavioral Health Clinics				19,871,884	19,871,884	-	99.9
Behavioral Health Division	Behavioral Health Administration		-	6,249,016		6,249,016	323,095	22.3
Behavioral Health Division	Behavioral Health System of Care			9,529,437		9,529,437	46,768	26.0
Behavioral Health Division	Peer Delivered			2,466,081		2,466,081	-	1.0
Behavioral Health Division	Prevention & Stigma Reduction			709,934		709,934	-	2.0
Behavioral Health Division	Safety Net Services			9,306,627		9,306,627	182,026	33.5
Housing & Community Development	Administration & Operations			36,289,762		36,289,762	19,280	17.0
Housing & Community Development	System Support & Coordination			9,721,868		9,721,868	-	11.6
Housing & Community Development	Community Preservation			16,711,785		16,711,785	-	22.5
Housing & Community Development	Outreach & Engagement			2,880,955		2,880,955	203,426	0.0
Housing & Community Development	Safety Off The Streets		-	24,068,866		24,068,866	558,825	0.0
Housing & Community Development	Housing Placement & Retention			8,746,236		8,746,236	736,703	0.0
Housing & Community Development	Supportive Housing			20,614,809		20,614,809	78,925	0.0
Housing & Community Development	Community Development		-	-		-	-	0.0
Total		-	-	237,056,100	72,428,776	309,484,876	10,128,617	727.6
FY 22-23 (Amended)		1,409,617	3,728,953	176,662,332	62,799,543	244,600,445	10,349,130	797.4
\$ Increase (Decrease)		-1,409,617	-3,728,953	60,393,768	9,629,233	64,884,431	-220,513	-69.9
% Increase (Decrease)		-100.0%	-100.0%	34.2%	15.3%	26.5%	-2.1%	-8.8%

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



H3S Administration

Director's Office


Purpose Statement

The purpose of the Director's Office team is to provide coordination, direction, research, alignment, instruction, budget, contracting and support services to H3S staff so they can meet service and programs goals at a high level.

Performance Narrative Statement

The Director's Office budget of \$2,833,719. The Office service as the central administration for all of H3S, and tracks several measures across divisions. The office is staffed with expertise in LEAN/Process Improvement, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Management, Budgeting, and Suicide Prevention.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target*
	Result Percentage of results in H3S Performance Clackamas plan that are met by H3S divisions.	70%	72%	70%	72%	N/A

- New Key performance measures will be used next year.

Program includes:

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

Explain all "Yes" boxes below

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

Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,013,134	683,225	418,360	36,474,331	31,334	(387,026)	-93%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,323	39,650,427	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,421,613	1,476,114	1,820,170	1,426,171	2,071,091	250,921	14%
Revenue from Bonds & Other Debts	3,197	5,000,000	-	-	-	-	-
All Other Revenue Resources	336,464	80,705	-	-	-	-	-
Other Interfund Transfers	1,674,345	-	50,000	152,200	-	(50,000)	-100%
General Fund Support	-	1,442,123	693,556	324,668	731,294	37,738	5%
Operating Revenue	3,436,941	47,649,369	2,563,726	1,903,039	2,802,385	238,659	9%
Total Revenue	4,450,075	48,332,594	2,982,086	38,377,370	2,833,719	(148,367)	-5%
Personnel Services	1,655,178	1,252,761	1,942,510	1,525,037	1,916,917	(25,593)	-1%
Materials and Services	1,184,543	1,142,688	915,423	781,259	866,802	(48,621)	-5%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,839,721	2,395,450	2,857,933	2,306,296	2,783,719	(74,214)	-3%
Debt Service	-	21,392	-	-	-	-	-
Special Payments	645,815	9,429,209	-	-	-	-	-
Transfers	245,213	12,213	12,220	36,039,740	-	(12,220)	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	111,934	-	50,000	(61,934)	-55%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,730,749	11,858,263	2,982,087	38,346,036	2,833,719	(148,368)	-5%
Revenues Less Expenses	719,326	36,474,331	-	31,334	-		

Notes:
 The H3S Director's Office serves as the central administration for all of H3S and tracks several measures across divisions. The office is staffed with expertise in Process Improvement, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Mgmt, and Budgeting. This office's current focus is to clarify and document procedures, build sustainable systems, develop a departmental strategic plan, and provide support to all H3S Divisions. There are no significant issues at this time.



Social Services Line of Business

Administration Program

Purpose Statement




The purpose of the Social Services Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, personnel and general support services to Social Services management and staff so they can provide high quality services to county residents. This program also includes the agency's public transportation activities.

Performance Narrative Statement

The Social Services Administration Program is responsible for managing a \$57 million dollar budget comprised of 73 different funding sources. The program oversees over 120 contracts and processes thousands of invoices each year. The program provides the essential infrastructure required for county program and for community partners to be able to provide direct client services. Many Social Services programs are subject to regular program audits. These audits often include an element of fiscal review, including checks and balances. Program audits with no fiscal findings show that the agency is successfully administering public funds in a transparent and responsible manner. During FY 21/22 the division had no fiscal findings.

The number of public transportation rides has increased significantly with the roll out of the Last Mile Shuttle program and the lessening impacts of the pandemic. The number of rides provided increased 62% when comparing FY 21 to FY 22.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Percentage of audits that result in zero fiscal findings	100%	100%	100%	-	100%
 Output	Number of rides public transportation rides provided (includes Mt Hood Express and Last Mile Shuttles)	35,972	58,276	60,000		N/A
 Output	Number of contracts processed	118	129	-	120	-

Program includes:

Mandated Services No

Shared Services Yes

Grant Funding Yes

Explain all "Yes" boxes below

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

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

Explanation

Most of the funding for Social Services Administration is derived from Indirect Rates charged to all of the grants that fund the programs operated by Social Services. This includes funds from the Developmentally Disabled Program, which is a shared service. The Mt. Hood Express and Last Mile Shuttle funds are also included in this program area. Social Services has received funds to support the Mt. Hood Express for ten years. The required match for these funds is \$85,113, which is met with budgeted County General Fund and private donations



400201-Social Services Administration
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,401,252	2,656,638	3,565,163	804,100	485,405	(3,079,758)	-86%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	3,198,459	305,997	2,274,530	1,756,608	5,199,691	2,925,161	129%
Charges, Fees, License, Permits, Fines, Assessments	2,303,378	2,336,229	3,332,620	2,371,238	3,151,396	(181,224)	-5%
Revenue from Bonds & Other Debts	-	-	-	5,940	-	-	-
All Other Revenue Resources	113,086	136,573	11,500	11,500	44,500	33,000	287%
Other Interfund Transfers	1,345,965	-	-	-	-	-	-
General Fund Support	-	619,063	932,700	932,700	677,952	(254,748)	-27%
Operating Revenue	6,960,888	3,397,862	6,551,350	5,077,986	9,073,539	2,522,189	38%
Total Revenue	8,362,140	6,054,500	10,116,513	5,882,086	9,558,944	(557,569)	-6%
Personnel Services	1,861,577	2,086,506	2,536,235	2,301,067	2,397,196	(139,039)	-5%
Materials and Services	2,908,251	2,889,665	5,728,745	2,964,674	5,161,995	(566,750)	-10%
Capital Outlay	796,884	105,207	1,438,310	1,100	1,808,425	370,115	26%
Operating Expense	5,566,711	5,081,378	9,703,290	5,266,841	9,367,616	(335,674)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	153,853	169,024	-	129,840	132,269	132,269	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	413,223	-	59,059	(354,164)	-86%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,720,565	5,250,402	10,116,513	5,396,681	9,558,944	(557,569)	-6%
Revenues Less Expenses	2,641,575	804,098	-	485,405	-		

Notes:
 The transportation projects housed in the Administrative Program provided 58,276 rides in FY 22. New in FY 24 is a change to how administrative costs associated with staff time are reflected in the budget. These costs are now charged directly to projects within each Program. The budget for unemployment costs was increased significantly to cover charges associated with the elimination of three regular and five temporary positions.



Social Services Line of Business

Aging and Disability Resources Connection Program



Purpose Statement

The purpose of the Aging and Disability Resource Connection Program is to provide needs assessment, information, and service coordination to older adults, persons with disabilities, vulnerable individuals, and their caregiving networks so they can get the support they need to achieve their desired outcomes.

Performance Narrative Statement

The Aging and Disability Resource Connection Program is a valuable resource for older adults, family members and caregivers. After seeing a decrease in the number of people served when comparing FY 19/20 to 20/21, a decrease largely due to the impacts of the pandemic, the program is now seeing the number of people served increase. This is likely due to the easing of pandemic-related restrictions. Overwhelmingly, clients find that their engagement with the program results in the person meeting their stated goals.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Percentage of people whose goals have been met.	85%	88%	85%	-	85%
 Output	Number of people served	1,514	1,863	-	-	-

Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

The Information and Referral function of the Aging and Disability Resource Connection (ADRC) is funded by two federal grants; the Older American's Act and the Community Services Block Grant. Social Services has received these funds for over 30 years. The Older Americans Act requires a 25% local match, which is met by using budgeted County General Funds and in-kind donations from contracted community partners.

The Options Counseling function of the ADRC is funded by state and federal grants that have been received for 8 years. There is no match requirement for those funds.



400202-Aging & Disability Resource Connection
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	58,954	16,378	23,830	(634,435)	191,823	167,993	705%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	2,419,415	1,907,744	3,166,840	3,860,939	3,240,535	73,695	2%
Charges, Fees, License, Permits, Fines, Assessments	68,017	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	180,762	-	-	168,026	168,026	-
Operating Revenue	2,487,432	2,088,506	3,166,840	3,860,939	3,408,561	241,721	8%
Total Revenue	2,546,386	2,104,884	3,190,670	3,226,504	3,600,384	409,714	13%
Personnel Services	481,726	606,619	735,430	824,320	891,974	156,544	21%
Materials and Services	1,222,760	818,805	1,488,121	906,851	1,238,100	(250,021)	-17%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,704,486	1,425,424	2,223,551	1,731,171	2,130,074	(93,477)	-4%
Debt Service	-	-	-	-	-	-	-
Special Payments	825,522	1,321,754	967,120	1,303,510	1,470,310	503,190	52%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,530,008	2,747,177	3,190,671	3,034,681	3,600,384	409,713	13%
Revenues Less Expenses	16,378	(642,294)	-	191,823	-		

Notes:
 There are no significant changes to the ADCR Program for FY 24. ADRC projects provided support and information to 1,668 county residents in FY 22. Senior Centers provided support and information to 7,485 county residents. The state is planning a substantial increase in funding for the Family Caregiver Support Program, which will increase level of support to unpaid family caregivers. Community based providers, including culturally specific providers, will be included in the Family Caregiver expansion.



SOCIAL SERVICES LINE OF BUSINESS

DEVELOPMENTAL DISABILITIES PROGRAM




Purpose Statement

The purpose of the Developmental Disabilities Program is to provide coordination of home and community-based services to individuals with developmental and/or intellectual disabilities. The program strives to do this work in a way that ensures that clients have maximum control and choice over their own life decisions, and supports the fulfillment of each person's goals. The program also provides abuse investigation and protectives services to people enrolled in the DD program.

Performance Narrative Statement

The Developmental Disabilities Program continues to provide service in a person-center manner, as evidenced by the high number of program participants who are able to achieve their personal goals. Staffing shortages have contributed to a decline in the percentage of qualifying encounters, though staff and management are improving that part of the work with coaching, support and focused attention. Qualifying encounters are defined as a certain type of interaction with a client, and are one way that the county receives funding from the state for this program.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Percentage of program participants who report that they achieve their goals	83%	N/A*	70%	-	70%
 Output	# of individuals served	2,305	2,347	-	-	-
 Efficiency	Percentage of state-contracted qualified encounters	109%	89%	100%	97%	100%

- Pandemic-related workload and staffing prohibited the distribution of client surveys that are used to collect data for this measure. Data will be available in FY 23/34.

Program includes:

Mandated Services N

Shared Services Y

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation Clackamas County operates the Developmental Disabilities Program in partnership with the State of Oregon. Clackamas County has operated this program for over 20 years. Clackamas County receives a grant from the state to fund the program. Funding is calculated based on a variety of factors, including the number of people served and the number of abuse investigations conducted.



400203-Developmental Disabilities

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	4,976,898	5,671,600	7,558,936	7,008,070	1,336,470	24%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	14,711,079	12,775,372	14,530,280	12,660,109	15,284,538	754,258	5%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	592,722	592,722	-
Operating Revenue	14,711,079	12,775,372	14,530,280	12,660,109	15,877,260	1,346,980	9%
Total Revenue	14,711,079	17,752,270	20,201,880	20,219,045	22,885,330	2,683,450	13%
Personnel Services	6,883,417	7,390,083	11,976,859	9,831,839	12,453,224	476,365	4%
Materials and Services	2,850,763	2,803,251	4,232,600	3,379,136	5,458,334	1,225,734	29%
Capital Outlay	-	-	65,400	-	-	(65,400)	-100%
Operating Expense	9,734,181	10,193,334	16,274,859	13,210,975	17,911,558	1,636,699	10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	3,927,021	-	4,973,772	1,046,751	27%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	9,734,181	10,193,334	20,201,880	13,210,975	22,885,330	2,683,450	13%
Revenues Less Expenses	4,976,898	7,558,936	-	7,008,070	-		

Notes:

The DD program currently supports 2,347 individuals experiencing intellectual and developmental disabilities. The program conducted 91 abuse investigation through Feb. of the current fiscal year. The DD program received a state ARPA grant that will provide support to residential providers from diverse backgrounds. Increased staffing and allocated costs limit the program's ability to increase the number of case managers, which affects the revenue that can be drawn down from the state.



SOCIAL SERVICES LINE OF BUSINESS

ENERGY ASSISTANCE PROGRAM




Purpose Statement

The purpose of the Energy Assistance Program is to provide eligibility determination, financial assistance, and energy efficiency education to income-eligible county residents so they can reduce their energy expenses.

Performance Narrative Statement

The Energy Assistance Program continues to implement creative strategies to ensure that as many households as possible benefit from the program. Regular outreach ensures that people apply for assistance before their utility services are cut off. This helps to ensure the health and safety of recipients, and reduces the amount of grant funds used for reconnection fees, thus allowing additional households to be served. Outreach also ensures that new households are made aware of the program. The two Results performance measures listed below demonstrate the effectiveness of the strategies used in order to achieve the desired outcome.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Percentage of households that receive assistance prior to utility shut off	99%	99%	85%	-	85%
 Result	% of households that are first time recipients of energy assistance	24%	27%	-	-	-
 Output	Dollars paid to eligible low income households	\$4,410,709	\$4,943,075	-	-	-

Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

Mandated Services	<input type="checkbox"/> N
Shared Services	<input type="checkbox"/> N
Grant Funding	<input type="checkbox"/> Y

Explain all "Yes" boxes below

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

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

Explanation	The Energy Assistance Program (now called Utility Support due to the addition of water and sewer assistance) is one of the programs operated under the umbrella of Community Action. Program funds are received via formula from federal and state sources. Federal funding for the Low Income Home Energy Assistance Program (LIHEAP) has been received for over 25 years. State funding comes through the Oregon Energy Assistance Program (OEAP) and has been received for over 10 years. The newest funding sources, federal water and sewer assistance funding, have been received for two years. None of these funding sources require local match.
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400204-Energy Assistance

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	(45,907)	-	(401,378)	95,807	95,807	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	5,171,894	5,141,572	6,392,450	6,155,711	5,026,220	(1,366,230)	-21%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	58,379	58,379	-
Operating Revenue	5,171,894	5,141,572	6,392,450	6,155,711	5,084,599	(1,307,851)	-20%
Total Revenue	5,171,894	5,095,665	6,392,450	5,754,333	5,180,406	(1,212,044)	-19%
Personnel Services	888,010	903,639	1,562,249	946,062	1,289,961	(272,288)	-17%
Materials and Services	4,323,763	4,578,626	4,821,121	4,697,389	3,883,003	(938,118)	-19%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	5,211,773	5,482,265	6,383,370	5,643,451	5,172,964	(1,210,406)	-19%
Debt Service	-	-	-	-	-	-	-
Special Payments	6,028	6,775	9,080	15,075	7,442	(1,638)	-18%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,217,801	5,489,040	6,392,450	5,658,526	5,180,406	(1,212,044)	-19%

Revenues Less Expenses (45,907) (393,375) - 95,807 -

Notes:
 The Energy Assistance program rebranded in FY 23 as the Utility Support Program, an acknowledgement of the program's new capacity to assist low income county residents with paying their water and sewer bills. This pilot program, funded by federal funds, will continue if the legislature approves state funding for this purpose. In FY 22, the program served 4,743 households. Increased staffing and allocated costs are limiting the program's ability to expand staffing.



SOCIAL SERVICES LINE OF BUSINESS

HOUSING SUPPORT PROGRAM



Purpose Statement

The purpose of the Housing Support Program is to provide housing stabilization and supportive services to people who are homeless or are at risk of becoming homeless so they can obtain and maintain permanent housing.

Performance Narrative Statement

The Social Services housing team continues to provide effective support for households experiencing houseless or at risk of becoming houseless. Nearly all households who graduate from a long-term housing program are able to maintain stable for at least six month. The national benchmark is 65%. This team has far exceeded that goal for the last two years. The increase in the number of households served is primarily due to federal and state rent assistance funding.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Percentage of households who have retained permanent housing six months after program completion.	100%	94%	65%	-	65%
 Output	Number of households served	652	855	-	-	-

Many measures are only reported once per fiscal year without mid-year actuals or projections available.

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 There are over 20 local, state and federal funds that support Social Services' housing programs. Some, like state funded EHA (Emergency Housing Account) and SHAP (State Homeless Assistance Program), are received via a formula and operate under the umbrella of Community Action. These funds have been received for over 25 years. Six federal Continuum of Care funding sources are accessed via a competitive process and have been received for over 10 years. More recently, pandemic related state and federal rent assistance has been received for 2 to 3 years.



400205-Housing Support

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	759,493	(2,673,234)	2,819,116	(4,759,635)	237,322	(2,581,794)	-92%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	12,628,571	22,438,683	6,165,979	16,025,900	9,538,120	3,372,141	55%
Charges, Fees, License, Permits, Fines, Assessments	1,091,024	1,620,487	1,280,540	2,067,073	-	(1,280,540)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	2,970	-	-	-
Other Interfund Transfers	634,879	-	200,000	-	-	(200,000)	-100%
General Fund Support	-	536,016	824,930	824,930	1,245,751	420,821	51%
Operating Revenue	14,354,474	24,595,185	8,471,449	18,920,873	10,783,871	2,312,422	27%
Total Revenue	15,113,967	21,921,952	11,290,565	14,161,238	11,021,193	(269,372)	-2%
Personnel Services	2,601,297	2,722,260	3,778,964	2,770,049	3,508,635	(270,329)	-7%
Materials and Services	7,885,798	15,847,637	4,582,339	7,853,980	7,151,883	2,569,544	56%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	10,487,095	18,569,897	8,361,303	10,624,029	10,660,518	2,299,215	27%
Debt Service	-	-	-	-	-	-	-
Special Payments	7,300,105	8,055,931	2,929,262	3,299,887	360,675	(2,568,587)	-88%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	17,787,201	26,625,828	11,290,565	13,923,916	11,021,193	(269,372)	-2%
Revenues Less Expenses	(2,673,234)	(4,703,876)	-	237,322	-		

Notes:
 Social Services' housing projects work closely with the Housing and Community Development Division as Social Services continues to operate several direct-service programs. In FY 22, over 1,743 households were supported with rent assistance. 329 households received long-term supportive housing. Housing Rights and Responsibilities responded to 2,818 request regarding Fair Housing. Extreme Weather Centers provided life-saving overnight shelter to 309 county residents who experience homelessness.



SOCIAL SERVICES LINE OF BUSINESS

OREGON PROJECT INDEPENDENCE PROGRAM



Purpose Statement

The purpose of the Oregon Project Independence Program (OPI) is to provide needs assessment, information, and service coordination for county residents aged 60 and over who are unable to meet their basic needs. The program authorizes personal and chore service support so that clients can remain living independently in their own home.

Performance Narrative Statement

The Oregon Project Independence Program provided effective services to 160 people in FY 21/22. The decline from the previous year was due to a lower number of clients exiting the program as compared to the previous year. Demand for services remains high, with 407 people on the wait list.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Percentage of clients who did not transition to Medicaid services when exiting the program	73%	72%	65%	-	65%
 Output	Number of clients served	198	160	-	-	-

Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation Oregon Project Independence is a state-funded program that has been in operation for over 30 years. Funds are distributed via a formula to Area Agency on Aging (AAA) in the state. Social Services is the AAA for Clackamas County.



SOCIAL SERVICES LINE OF BUSINESS

VETERANS PROGRAM




Purpose Statement

The purpose of the Veterans Program is to provide Veterans Affairs claims consultation and representation services to Clackamas County veterans and their eligible dependents so they can obtain the maximum federal and state benefits to which they are entitled. The office also provides referrals to other services that veterans may need. This Program also includes the Veterans Directed Care program, which provides homecare and personal services to veterans who are unable to meet their basic needs. This program serves as an alternative to out-of-home placement.

Performance Narrative Statement

The Veterans Program employs accredited Veterans Service Officers to expedite access to VA benefits and improve the chance for a successful outcome for every claim filed. The measure tracking the dollar amount of new claims is reported on a one-year lag in order to allow as many claims as possible to move through the long initial, and if needed, the appeals process. This reporting delay allows the agency to provide more accurate information on the outcome of the office's work. The program consistently reports over \$10 million in new awards each year. For every dollar invested in the program in FY 20/21, veterans and their dependents received more than \$11 in benefits.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Amount of new claim dollars granted to Clackamas County veterans	\$10,310,804	-	\$10,000,000	-	\$10,000,000
 Output	Number of claims files	739	891	-	-	-
 Efficiency	Return on investment – Claim dollars generated for every dollar spent on the County Veterans Service program	\$11.72	-	-	-	-

Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation The County Veterans Service Office (CVSO) receives funding from the Oregon Department of Veterans Affairs. The county has operated the CVSO for over 30 years. The funding is distributed via formula to all CVSOs in the state. For the proposed FY 24 budget, the state grant covers 40% of the costs of the program. The remaining costs are covered by County General Fund.

The Veterans Directed Care program is funded by the Veterans Administration and has been in operation in Clackamas County for five years. Neither program requires local match.



SOCIAL SERVICES LINE OF BUSINESS

VOLUNTEER CONNECTION PROGRAM

Purpose Statement




The purpose of the Volunteer Connection Program is to create meaningful opportunities that increase the capacity to provide independent living supports to older adults and persons who experience a disability so that they can increase or maintain their livelihood and independence. This program benefits both the residents who are seeking services and the volunteers who contribute to their community. Actively engaging in community efforts is one way that older adults can maintain their physical and mental health as they age.

Performance Narrative Statement

The Volunteer Connection Program is comprised of several distinct projects, including the Retired Senior Volunteer Program, the Senior Companion Program, Money Management, and Senior Health Insurance Benefits Assistance Program. The program restructured and limited programming during the height of the pandemic, which affected the number of volunteer hours contributed. Programs are ramping back up, as evidenced by a more than doubling of the number of volunteer service hours between FY 21 and FY 22.

Due to increasing staff costs, allocated costs and a reduction in General Fund support, the Volunteer Connection will be eliminated as of July 1, 2023. The RSVP program is being eliminated. The remaining projects will be distributed to other work units within Social Services.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Percentage of volunteers who feel their service is meaningful	100%	90%	95%	-	95%
 Output	Number of volunteer hours worked	13,451	27,643	-	-	-
 Efficiency	Number of volunteer hours per Volunteer Connection FTE	1,269	5,119	-	-	-

¹ Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

Explanation

The Senior Companion Program has been part of the Volunteer Connection for over 30 years and requires \$62,470 in match. In-kind donations and STIF (State Transportation Investment Fund) dollars cover the match requirement.

The Senior Health Insurance Benefits Program (SHIBA) has been part of the Volunteer Connection for over 20 years. There is no match required.

The Money Management Program has been part of the Volunteer Connection for over 25 years. There is no match requirement for that program.



400208-Volunteer Connection
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	178,737	(162,320)	165,330	(267,185)	153,684	(11,646)	-7%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,050,356	1,527,678	2,284,970	2,366,681	2,145,717	(139,253)	-6%
Charges, Fees, License, Permits, Fines, Assessments	15,500	7,750	15,500	21,178	-	(15,500)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,329	1,453	15,000	2,150	-	(15,000)	-100%
Other Interfund Transfers	126,540	-	-	-	-	-	-
General Fund Support	-	143,216	204,770	204,770	58,352	(146,418)	-72%
Operating Revenue	1,193,726	1,680,098	2,520,240	2,594,779	2,204,069	(316,171)	-13%
Total Revenue	1,372,463	1,517,778	2,685,570	2,327,594	2,357,753	(327,817)	-12%
Personnel Services	960,675	1,235,519	1,644,879	1,399,965	847,583	(797,296)	-48%
Materials and Services	376,432	340,964	657,131	295,026	1,072,410	415,279	63%
Capital Outlay	-	-	-	1,947	234,375	234,375	-
Operating Expense	1,337,108	1,576,483	2,302,010	1,696,938	2,154,368	(147,642)	-6%
Debt Service	-	-	-	-	-	-	-
Special Payments	182,612	264,383	383,560	476,972	203,385	(180,175)	-47%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,519,719	1,840,866	2,685,570	2,173,910	2,357,753	(327,817)	-12%
Revenues Less Expenses	(147,256)	(323,088)	-	153,684	-		

Notes:
 Due to increased staffing and allocated costs, and decreasing County General Fund support, the Volunteer Connection will end as of July 1, 2023. Projects with active funding will be moved into other Programs. The Retired Senior Volunteer Program (RSVP) and Senior Demonstration Project (SDP) will end. Senior Companion Program (SCP) will be reduced in scope. These changes will result in a significant decrease in the number of county residents contributing to their communities through volunteerism.



CHILDREN, FAMILY & COMMUNITY CONNECTIONS (CFCC)

WORKFORCE



Purpose Statement

The purpose of the Workforce Program is to provide highly customized and client-centered employment services to vulnerable residents of Clackamas County so they can experience fewer barriers in obtaining and retaining meaningful employment.

Performance Narrative Statement

The Workforce Program budget reflects an expansion of services from what was presented last year. In that time, the unit has received four new grants. These are listed below and will allow the unit to deliver employment services to more county residents. Some grants focus on specific populations, including people: reentering society after incarceration, living in affordable housing and homeless veterans. The unit also began a new service hosting expungement clinics to help those eligible to clear their criminal records to open more doors to employment, housing and other important opportunities.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals (as of 12.31.22)	FY23-24 Target
 Result	Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment).	77%	80%	85%	87%	55%
 Output	Number of jobseekers in County-funded programs who obtained employment.	148	156	N/A	158	N/A

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation¹ Oregon Department of Human Services - Job Opportunity & Basic Skills (JOBS) - July 1, 2023 to June 30, 2025. No match requirement.

Oregon Department of Human Services – SNAP Training and Employment Program (STEP) - October 1, 2022 to September 30, 2024. 100% match funded through Supportive Housing Services (SHS) and Community Corrections.

U.S. Dept. of Labor, Homeless Veterans Reintegration Program (HVRP) – July 1, 2022 – June 30, 2025. No match required.

U.S. Dept. of Justice, Improving Reentry Education & Employment Outcomes – October 1, 2022 – Sept. 30, 2025. No match required.

¹ Note that the Workforce Unit receives additional grants not listed here, because they have not yet been renewed into FY23-24.



CHILD, FAMILY & COMMUNITY CONNECTIONS (CFCC)

PREVENTION



Purpose Statement

The purpose of the Prevention program is to provide equitable prevention, early intervention and system coordination services to the most vulnerable children, youth and families in Clackamas County so they can experience safe and stable home environments and academic progress.

Performance Narrative Statement

The Prevention Unit's FY23-24 budget of \$4.87 million dollars will maintain most current service levels. Annually, over 3,000 families receive services support by the Prevention Unit. Families of young children are connected to needed services and resources to facilitate stable home environments, healthy parent/child relationships, and age-appropriate child development. Youth receive substance abuse prevention and intervention services. Community members engage in substance use prevention activities. Domestic violence survivors receive shelter, safety planning and on-going services to help them stay safe. These services help assure Safe, Healthy & Secure Communities.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals (9/30/22)	FY 23-24 Target
 Result	% of families that are healthy, stable and attached	97%	80%	85%	87%	85%
 Result	% of clients with a domestic violence safety plan	89%	93%	95%	97%	95%

Program includes:

Mandated Services	<input type="checkbox" value="N"/>
Shared Services	<input type="checkbox" value="N"/>
Grant Funding	<input type="checkbox" value="Y"/>

Explain all "Yes" boxes below

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

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

Explanation

Oregon Department of Education (ODE) Early Learning Division - July 1, 2023 to June 30, 2025. Minor match requirement met with in-kind contributions.

Oregon State University (OSU) - July 1, 2023 to June 30, 2024. No match requirement.

Oregon Youth Development Division (YDD) - October 1, 2023 to June 30, 2025. No match requirement.

Oregon Parenting Education Collaborative - July 1, 2023 to June 30, 2024. No match requirement.

Oregon Health Authority, Alcohol and Drug Prevention Education Program (AD-PEP) - July 1, 2023 - June 30, 2025. No match requirement.

U.S. Dept. of Health & Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA) - Strategic Prevention Framework - Partnership for Success (SPF-PFS) - October 1, 2022 - September 30, 2024. No match requirement.

U.S. Dept. of Justice, Office on Violence against Women (OVW) - Criminal Justice Response Grant. October 1, 2022 - September 30, 2024. No match requirement.

U.S. Dept. of Justice, Bureau of Justice Affairs (BJA) - Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program (COSSAP) - October 1, 2021 - September 30, 2023. No match requirement.



400304-Prevention Services

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	335,015	18,949	399,770	77,881	186,812	(212,958)	-53%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	4,063,688	4,372,598	3,902,380	4,059,845	3,456,696	(445,684)	-11%
Charges, Fees, License, Permits, Fines, Assessments	159,787	314,830	265,000	170,000	-	(265,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	9,590	8,689	-	-	-	-	-
Other Interfund Transfers	1,415,487	-	-	-	-	-	-
General Fund Support	-	1,284,911	1,405,000	1,405,000	1,226,827	(178,173)	-13%
Operating Revenue	5,648,552	5,981,028	5,572,380	5,634,845	4,683,523	(888,857)	-16%
Total Revenue	5,983,567	5,999,977	5,972,150	5,712,726	4,870,335	(1,101,815)	-18%
Personnel Services	1,108,024	1,469,751	1,765,725	1,611,692	1,983,352	217,627	12%
Materials and Services	1,064,889	837,855	599,170	629,222	595,520	(3,650)	-1%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,172,913	2,307,606	2,364,895	2,240,914	2,578,872	213,977	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	3,673,551	3,614,490	3,607,255	3,285,000	2,291,463	(1,315,792)	-36%
Transfers	125,886	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,972,350	5,922,096	5,972,150	5,525,914	4,870,335	(1,101,815)	-18%
Revenues Less Expenses	11,217	77,881	-	186,812	-		

Notes:
 Due to loss of funding: • 600 families/year will not be able to access family-tailored resource navigation services. • 120 youth/year will not have access to school-based substance use prevention, early-intervention and family support. • 24 parents in the judicial system and 18 children of parents in the judicial system will not receive services designed to reduce crime.



CHILDREN, FAMILY & COMMUNITY CONNECTIONS (CFCC)

RESOLUTION SERVICES



Purpose Statement

The purpose of the Conflict Resolution Program is to provide mediation and dispute resolution services to people and organizations so they can resolve their differences peacefully.

Performance Narrative Statement

Resolution Services proposes an operating budget of \$1,138,886. This will support Conflict Resolution & Skill Development work within a department of 6.15 FTE regular staff and any temporary support. Conflict Resolution services are specifically targeted when individuals or communities have a defined dispute and we assist them in working toward a resolution of that dispute. Skill Development is offered for those seeking to improve and enhance their ability to participate in and facilitate the peaceful resolution of relationship and community conflict.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals (as of 12.31.22)	FY23-24 Target
	Result Mediation clients agree that they believe having mediation available through Resolution Services is valuable	95%	94%	70%	84%	70%
	Output # of clients served in all service areas	2774	2255	n/a	1768	n/a

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

Explanation:

Mandated Services:
Family Law: ORS 107.755

Mediation Orientation: Oregon law requires that each judicial district offer an orientation to mediation for litigants in family law matters. Clackamas County is the contracted provider of this service.

Family Law Mediation: Oregon law further requires that each judicial district offer court-connected mediation to litigants in family law matters; Clackamas County Circuit Court makes this mediation mandatory by Supplemental Local Rule. Clackamas County is the contracted provider for these mediation services.

Small Claims Mediation: Clackamas County Supplementary Local Rule 12.005 Mediation in Small Claims Actions Clackamas County Circuit Court and Clackamas County Justice Court require all litigants to small claims matters to first attempt mediation prior to judicial hearing. Clackamas County Resolution Services is the contracted provider.

Grant Funding:

Our Community Mediation services section receives grant funding from the Oregon Office of Community Dispute Resolution, administered through the University of Oregon School of Law. We anticipate funds from this biennial grant will be \$117,322 by June 30, 2025. This grant covers neighbor-to-neighbor disputes for residents of, or businesses within, Clackamas County. We anticipate funding will continue into future years at the same level with a possible COLA of 3-4%.



400305-Conflict Resolution & Skill

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	29,917	29,917	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	879,341	879,341	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	155,000	155,000	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	74,628	74,628	-
Operating Revenue	-	-	-	-	1,108,969	1,108,969	-
Total Revenue	-	-	-	-	1,138,886	1,138,886	-
Personnel Services	-	-	-	-	925,984	925,984	-
Materials and Services	-	-	-	-	212,902	212,902	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	1,138,886	1,138,886	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	1,138,886	1,138,886	-

Revenues Less Expenses

- - - - -

Notes:
 During FY22-23, Resolution Services moved from being its own Dept to being a Program within the Health, Housing and Human Services Dept. The Program will be integrated into the Children, Family & Community Connections (CFCC) division. The Program had a reduction of \$554,000 in County General Fund support and had to reduce its staff by 2.25 FTE for FY23-24.



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CLACKAMAS
C O U N T Y



400302-Weatherization

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	231,187	(397,025)	250,204	173,836	-	(250,204)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,020,004	2,559,467	2,170,000	2,083,807	-	(2,170,000)	-100%
Charges, Fees, License, Permits, Fines, Assessments	63,493	73,052	100,000	100,000	-	(100,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	900	45,650	3,000	8,639	-	(3,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	83,873	-	-	-	-	-
Operating Revenue	1,084,397	2,762,042	2,273,000	2,192,446	-	(2,273,000)	-100%
Total Revenue	1,315,583	2,365,017	2,523,204	2,366,282	-	(2,523,204)	-100%
Personnel Services	894,787	1,086,559	1,108,228	1,049,500	-	(1,108,228)	-100%
Materials and Services	817,823	1,104,621	1,314,976	1,188,122	-	(1,314,976)	-100%
Capital Outlay	-	-	100,000	-	-	(100,000)	-100%
Operating Expense	1,712,610	2,191,180	2,523,204	2,237,622	-	(2,523,204)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,712,610	2,191,180	2,523,204	2,237,622	-	(2,523,204)	-100%

Revenues Less Expenses (397,027) 173,836 - 128,660 -

Notes:
 This Program will end in FY23-24 as the Weatherization Services will move to the Community Preservation Program, 400703, under the Housing and Community Development Division of H3S



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	5,412	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	5,412	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	5,412	-	-	-	-	-
Revenues Less Expenses	-	(5,412)	-	-	-	-	-

Notes:
 None.



PUBLIC HEALTH ADMINISTRATION



Purpose Statement

The purpose of the Public Health Administration Program is to provide personnel/payroll management, procurement activities, grant coordination, budget control and fiscal management, for Public Health management and staff so they can experience continued and predictable resources/funding to carry out Public Health initiatives.

Performance Narrative Statement

As reflected in our contract performance measure, processing delays due to an increase in federal grant awards; sub-recipient contract development; and process changes implemented by the BCC, County Counsel, and Procurement. However, hiring additional Public Health Procurement staff reflects processing time improvements for FY23.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Projected	FY23-24 Target
 Result	100% of staff members have an Individual Development Plan.	On Hold	On Hold	On Hold	On Hold	On Hold
 Result	85% of contracts (new and renewals) processed within 60 days.	46%	68%	85%	70%	85%

Program includes:

Mandated Services	<input type="checkbox"/> N
Shared Services	<input type="checkbox"/> Y
Grant Funding	<input type="checkbox"/> N

Explain all "Yes" boxes below.

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

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

Explanation

Shared Services:

- Public Health shares PSB front office reception services with the Health Centers.



PUBLIC HEALTH

ACCESS TO PREVENTIVE HEALTH


Purpose Statement

The purpose of the Access to Preventive Health Program, is to promote community health through building partnerships, connecting systems, and providing services to improve immunization rates, reproductive health, and maternal and childhood health and nutrition.

Performance Narrative Statement

Women, Infants, and Children (WIC): WIC caseload has been decreasing the past five years. The last three months CCPH has managed to reverse this trend and has recently experienced slight increases in overall caseload. However, CCPH continues to fall short on enrolling Medicaid-eligible pregnant women onto WIC. Recommendation: Increase outreach and referrals to prenatal medical providers. Contribute to existing initiatives to develop and implement a tri-county coordinated Maternal Child Health Referral System.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY 22-23 Projected	FY23-24 Target
 Result	60% of Medicaid eligible pregnant women enrolled in WIC.	49%	41%	60%	Not Measured	60%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services:

1. Home Visiting : OARs 333-006-0000 through 333-006-0170, ORS 431.413, ORS 431.131, ORS 431.141, and ORS 431.144
2. WIC: ORS 431.413, ORS 431.131, ORS 431.141, and ORS 431.144
3. Immunization Services: ORS 433.269



400402-Access to Preventative Health
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	134,454	-	23,817	99,545	53,122	29,305	123%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	2,277,352	2,498,464	2,931,335	3,071,451	2,499,518	(431,817)	-15%
Charges, Fees, License, Permits, Fines, Assessments	58,206	459,662	1,173,285	432,637	1,105,470	(67,815)	-6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,800	5,408	-	89,124	118,177	118,177	-
Other Interfund Transfers	251,015	-	-	-	-	-	-
General Fund Support	-	403,673	886,810	508,697	997,352	110,542	12%
Operating Revenue	2,588,373	3,367,207	4,991,430	4,101,910	4,720,517	(270,913)	-5%
Total Revenue	2,722,827	3,367,207	5,015,247	4,201,455	4,773,639	(241,608)	-5%
Personnel Services	1,664,250	1,865,464	3,007,542	1,949,042	2,932,910	(74,632)	-2%
Materials and Services	1,082,148	1,334,407	1,725,118	2,114,793	1,840,729	115,611	7%
Capital Outlay	-	-	10,400	-	-	(10,400)	-100%
Operating Expense	2,746,399	3,199,871	4,743,060	4,063,835	4,773,639	30,579	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	67,790	272,185	84,498	-	(272,185)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,746,399	3,267,662	5,015,245	4,148,333	4,773,639	(241,606)	-5%

Revenues Less Expenses (23,572) 99,545 - 53,122 -

Notes:
 •Anticipating more in-person appointments due to demand and federal requirements for Women, Infants, and Children (WIC), both of which will impact revenue generation and travel costs. •Ending the Breastfeeding Peer Counseling program due to changes to the program delivery model and rising costs.



OFFICE OF PUBLIC HEALTH EMERGENCY SERVICES

Purpose Statement


The purpose of the Office of Public Health Emergency Services is to work with local, state and federal partners, to enhance public health emergency preparedness and response efforts. We are responsible for developing an Ambulance Service Area Plan for the county as well as regulatory oversight and ongoing quality improvement initiatives for emergency medical services.

Performance Narrative Statement

Emergency Medical Services (EMS) surpassed their target of 90% of response time compliance, achieved every month, for ambulance services providers priority calls.

In FY23-24, the department's programs were restructured. This change may have resulted in performance measures moving to a different program.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Projected	FY23-24 Target
 Result	Achieve a 90% or higher response time every month for emergency medical services providers.	95%	92%	90%	93%	90%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services:

1. All Hazard Preparedness: ORS 431.001-550
2. Emergency Medical Services: ORS 682.017-991
3. Ambulance Cost Savings/Enhancement: ORS 682.017-991.



400403-Office of Public Health Emergency Services
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	990,211	1,180,721	734,546	911,097	979,682	245,136	33%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,882,068	2,071,408	253,960	286,879	238,539	(15,421)	-6%
Charges, Fees, License, Permits, Fines, Assessments	980,882	1,006,069	821,420	1,016,936	1,377,306	555,886	68%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	2,250	-	2,259	13,848	13,848	-
Other Interfund Transfers	1,035,681	-	-	-	-	-	-
General Fund Support	-	525,928	-	-	-	-	-
Operating Revenue	3,898,631	3,605,655	1,075,380	1,306,074	1,629,693	554,313	52%
Total Revenue	4,888,842	4,786,376	1,809,926	2,217,171	2,609,375	799,449	44%
Personnel Services	1,944,999	970,770	725,441	316,920	1,370,697	645,256	89%
Materials and Services	1,233,591	1,246,640	609,465	646,313	868,587	259,122	43%
Capital Outlay	294,827	90,905	-	63,405	126,810	126,810	-
Operating Expense	3,473,417	2,308,315	1,334,906	1,026,638	2,366,094	1,031,188	77%
Debt Service	-	-	-	-	-	-	-
Special Payments	234,662	265,152	233,740	210,851	243,281	9,541	4%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	241,280	-	-	(241,280)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,708,079	2,573,467	1,809,926	1,237,490	2,609,375	799,449	44%
Revenues Less Expenses	1,180,762	2,212,909	-	979,681	-		

Notes:
 •Developing performance-based ambulance service contract for the Clackamas Ambulance Service Area (ASA) and negotiations with American Medical Response (AMR) Northwest.



PUBLIC HEALTH ENVIRONMENTAL HEALTH



Purpose Statement

The purpose of the Environmental Health Program is to provide technical and scientific expertise related to public health and disease prevention from the natural and built world through education and regulation. We investigate food and waterborne illnesses to stop and prevent continued spread. We license and inspect food, recreational lodging, and public pool facilities; regulate small drinking water systems; and provide inspections for childcare and schools. We respond during emergencies to protect the health and safety of the public.

Performance Narrative Statement

OHA suspended inspection rate and process standards in 2021 due to the COVID-19 pandemic. Since the COVID emergency declaration was lifted we are back on track to meet our target of 90%. In 2023 we are projected to surpass our target rate of 90%.

Key Performance Measures

		CY 2021 Actual	CY 2022 Actual	CY 2023 Target	FY22-23 Projected	CY 2024 Target
 Result	# inspections completed yearly.	1557	2859	N/A	3207	N/A
 Result	% of routine licensed facility inspections completed within a calendar year.	55%	92%	90%	93%	90%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services:

1. Environmental Health/Health Inspection: ORS 431, 446, 448, and 624
2. Safe Drinking Water: ORS 431, 448 & Federal SWDA.



INFECTIOUS DISEASE CONTROL AND PREVENTION



Purpose Statement

The purpose of the Infectious Disease Control and Prevention Program is to focus on reportable disease surveillance, investigations, and response, as well as oversee disease reporting for medical providers. We partner on vector control and animal bite response. We also provide STI/HIV prevention, education, and investigation.

Performance Narrative Statement

By measuring the percentage of early syphilis cases with all three indicators documented (HIV status, pregnancy status, sex of partners), we are looking at how comprehensively members of the IDCP team can complete interviews with syphilis cases, which is a reflection on how well-staffed the IDCP team is to respond to various reportable illnesses. This year, the IDCP team did not meet the 85% target though they appear to be increasing towards the goal.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Projected	FY23-24 Target
 Result	% of syphilis cases with investigative files that contain risk factor information.	74%	81%	85%	80%	85%
 Result	Rate of gonorrhea incidence per 100,000.	104.31	88.28	N/A	Not Measured	N/A

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services:

1. Communicable Disease: ORS 431-433 & 437
2. Tuberculosis Control: ORS 433.006
3. HIV Prevention: OAR 333-022-0210.



400405-Infectious Disease Control & Prevention
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	2,675,753	5,314,549	2,095,246	2,141,098	397,213	(1,698,033)	-81%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	10,278,005	8,413,949	4,570,421	2,613,026	1,873,765	(2,696,656)	-59%
Charges, Fees, License, Permits, Fines, Assessments	34,378	13,733	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	27,671	(348)	169,740	71,261	12,500	(157,240)	-93%
Other Interfund Transfers	448,176	-	-	-	-	-	-
General Fund Support	-	864,551	364,390	640,770	386,341	21,951	6%
Operating Revenue	10,788,230	9,291,886	5,104,551	3,325,057	2,272,606	(2,831,945)	-55%
Total Revenue	13,463,982	14,606,435	7,199,797	5,466,155	2,669,819	(4,529,978)	-63%
Personnel Services	4,508,824	6,901,189	5,073,690	3,780,491	1,634,813	(3,438,877)	-68%
Materials and Services	3,577,761	5,200,404	2,028,917	1,407,599	840,924	(1,187,993)	-59%
Capital Outlay	-	-	-	135,000	96,892	96,892	-
Operating Expense	8,086,584	12,101,594	7,102,607	5,323,090	2,572,629	(4,529,978)	-64%
Debt Service	-	-	-	-	-	-	-
Special Payments	97,430	365,286	97,190	97,190	97,190	-	0%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	8,184,015	12,466,880	7,199,797	5,420,280	2,669,819	(4,529,978)	-63%
Revenues Less Expenses	5,279,967	2,139,554	-	45,875	-		

Notes:
 •Funding to support COVID communicable disease work is decreasing due to the end of pandemic emergency declarations. CCPH is still statutorily required to respond to COVID-19 and less general fund affects the ability to respond to all reportable diseases. •The TriCounty Health Officer program is facing staffing changes. Coverage for essential HO services may require new reimbursement contracts with other physicians to ensure 24/7 coverage.



Purpose Statement

The Purpose of the Center for Population Health is to lead the division’s work on equity, policy, data, quality improvement and partnerships. Our work is collaborative by nature, and we often work across program areas in Public Health and other divisions in Health, Housing & Human Services (H3S).

Performance Narrative Statement

The smoking rate performance measure is reported out every two years in December by the Oregon Health Authority. We anticipate new data in December of 2023.

The Opioid prescription per 1,000 performance measure is reported through the State of Oregon. We anticipate new data in first quarter for FY 2023.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Projected	FY23-24 Target
Result	Opioid prescription fills per 1,000 residents will decrease to 155.	163.9	151.9	155	Not Measured	155
Result	11th grade tobacco use (including e-cigarettes) will be reduced to 20%.	Not Measured	Not Measured	20%	Not Measured	20%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services:

1. CHIP - Blue Print: ORS 431.001-550
2. Public Health Modernization: ORS 431.001-550
3. Tobacco Program: ORS 431.001-550



400406-The Center for Population Health
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	190,812	377,685	767,678	1,573,455	2,411,052	1,643,374	214%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	571,630	760,656	4,040,351	5,258,839	3,243,920	(796,431)	-20%
Charges, Fees, License, Permits, Fines, Assessments	55,959	54,865	199,200	-	92,582	(106,618)	-54%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	11,170	-	4,396	-	-	-
Other Interfund Transfers	248,505	-	-	-	-	-	-
General Fund Support	-	44,362	841,010	1,008,303	291,217	(549,793)	-65%
Operating Revenue	876,094	871,053	5,080,561	6,271,538	3,627,719	(1,452,842)	-29%
Total Revenue	1,066,907	1,248,738	5,848,239	7,844,992	6,038,771	190,532	3%
Personnel Services	499,692	583,749	3,534,434	2,887,004	4,563,000	1,028,566	29%
Materials and Services	189,529	393,346	1,352,677	1,652,622	1,293,478	(59,199)	-4%
Capital Outlay	-	-	100,660	-	-	(100,660)	-100%
Operating Expense	689,222	977,095	4,987,771	4,539,626	5,856,478	868,707	17%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	860,469	847,707	182,293	(678,176)	-79%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	689,222	977,095	5,848,240	5,387,333	6,038,771	190,531	3%
Revenues Less Expenses	377,685	271,643	-	2,457,660	-		

Notes:
 • Limited staff capacity and dedicated funds focused on implementation of community health improvement plan priorities, which reduces our ability to leverage future regional, state and federal funds and meet existing OHA funding requirements.



PUBLIC HEALTH VITAL STATISTICS


Purpose Statement

The purpose of the Vital Statistics Program is to provide birth and death certificate services to families and funeral homes so they can establish their identification or settle an estate. These services adhere to Oregon law requiring all vital events such as birth and death to be permanently recorded and registered.

Performance Narrative Statement

Vital Records processed 3820 DCs in FY 21-22, increased from FY 20-21 that had 3344. Despite having significant increases year over year, the front office staff has been able to consistently maintain above the 95% same day goal.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Projected	FY23-24 Target
	Result	97 %	96%	95%	98%	95%
	95% of death certificates processed same day received (within 24 hours).					

Program includes:

Mandated Services	<input type="checkbox"/> Y
Shared Services	<input type="checkbox"/> N
Grant Funding	<input type="checkbox"/> N

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services:

- Vital Statistics: OHA/ORS 432.035 & OAR 333-011-0340



Health Centers Line of Business

Health Centers Administration Program

Purpose Statement

The purpose of the Health Centers Administration Program is to provide leadership and direction, policy development, contract and grant coordination, quality management, budget control, fiscal oversight, medical billing, medical records management, and personnel support services to Health Center's management and staff so they can provide high quality and affordable health care to the County's most vulnerable residents.

Performance Narrative

The Administration Program has a budget of \$24,846,633. These resources allow us to provide centralized administrative management services across all service areas of the Health Centers Division and to support operations and future projects through a reserve and contingency fund.

Clackamas Health Centers regularly surveys patients and clients on their experience of care, interactions with staff, and respect for their culture. This measure displays the percentage of people who respond 'Good' or 'Excellent' to the question 'Overall, how would you rate your most recent experience'.

Key Performance Measure

		CY 2020 Actual	CY 2021 Actual	CY 2022 Target	CY2022 Actuals as of 12/31/22	CY 2023 Target
RESULT	% of Patients who report overall satisfaction when surveyed.	90%	92%	90%	91%	90%

Program includes:

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

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

Explanation

HRSA330-GY20: 05/01/2023-04/30/2024 = \$2,531,320 (Health Resources and Service Administration)
 SAMHSA: Zero Suicide: 09/30/2022-09/29/2023 = \$72,120 (Substance Abuse and Mental Health Services Administration)



Health Centers Line of Business

Primary Care Program

Purpose Statement

The purpose of the Primary Care Program is to provide patient-centered healthcare services to vulnerable populations so they can experience improved health.

Performance Narrative

The Primary Care Program provides comprehensive health services at three primary care clinics. These resources allow us to provide comprehensive health services to our patients focusing on the treatment and improvement of the physical and mental health of each patient.

As the seventh leading cause of death in the U.S., diabetes kills approximately 83,600 people a year (according to the American Diabetes Association, 2017). This measure displays the percentage of patients 18-75 years of age seen at Clackamas Health Centers with a diagnosis of diabetes who had blood sugar in the controlled range (hemoglobin A1c > 9.0%) during the measurement period. To improve this measure in the coming year, Clackamas Health Centers is engaging in an expanded focus on care for chronic conditions as a response to the COVID-19 pandemic subsidies.

Key Performance Measure

		FY 20-21 Actual	FY 21-22 Actual	CY 2022 Target	FY 22-23 Actuals as of 12/31/22	CY 2023 Target
RESULT	Percent of patients with Diabetes with blood sugar levels under control. ¹	78%	67%	72.5%	73%	75.0%
OUTPUT	Number of primary care visits.	44,299	44,578	-	21,304	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

SAMHSA: Zero Suicide: 09/30/2022-09/29/2023 = \$69,550 (Substance Abuse and Mental Health Services Administration)



400502-Primary Care

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	3,661,808	2,684,021	1,876,910	2,547,959	2,091,850	214,940	11%
Charges, Fees, License, Permits, Fines, Assessments	9,168,991	9,923,467	9,611,700	9,398,555	11,079,680	1,467,980	15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	8,660	11,545	13,650	13,747	13,650	-	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	12,839,458	12,619,033	11,502,260	11,960,261	13,185,180	1,682,920	15%
Total Revenue	12,839,458	12,619,033	11,502,260	11,960,261	13,185,180	1,682,920	15%
Personnel Services	9,494,712	10,029,157	11,613,947	10,554,370	12,327,509	713,562	6%
Materials and Services	3,416,256	3,446,518	3,002,002	3,829,548	3,504,457	502,455	17%
Capital Outlay	3,909	-	-	-	-	-	-
Operating Expense	12,914,876	13,475,676	14,615,949	14,383,918	15,831,966	1,216,017	8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	12,914,876	13,475,676	14,615,949	14,383,918	15,831,966	1,216,017	8%

Revenues Less Expenses (75,418) (856,643) (3,113,689) (2,423,657) (2,646,786)

Notes:
 During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends.



Gladstone Pediatric Clinic and School-Based Health Centers

Purpose Statement

The purpose of the Gladstone Pediatric Clinic and School-Based Health Centers Program is to provide quality, evidence-based pediatric care, to children and teens in order to support and promote their optimal health, growth, and development.

Performance Narrative

The Gladstone Pediatric Clinic and School-Based Health Centers Program provide comprehensive health services at one pediatric primary care clinic and three school-based health centers. These resources allow us to provide comprehensive health services to our patients focusing on the treatment and improvement of the physical and mental health of each patient.

Immunizations are one of the greatest public health achievements, preventing tens of thousands of deaths, millions of cases of disease, and saving billions of dollars per decade. Immunizations are a safe, effective way to protect children from disease, including some cancers, as well as hospitalization, disability, and death. It is especially important during a pandemic or other public health emergency to maintain routine immunizations to prevent further outbreaks. Clackamas Health Centers focuses on this key measure through patient outreach, patient education, and emphasis on providing immunizations by key benchmarks in child development.

Key Performance Measure

		FY 20-21 Actual	FY 21-22 Actual	CY 2022 Target	FY 22-23 Actuals as of 12/31/22	CY 2023 Target
RESULT	Percent of child patients (age 2 and younger) will have complete immunizations. ¹	78%	67%	71.1%	55%	68.0%
OUTPUT	Number of primary care visits.	6,256	9,860	-	4,591	

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation



400503-Gladstone Pediatric Clinic & School-Based Health Centers

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	677,849	398,422	694,373	663,088	180,620	(513,753)	-74%
Charges, Fees, License, Permits, Fines, Assessments	2,095,077	2,454,703	3,459,077	2,413,261	3,397,760	(61,317)	-2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	355,000	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,772,926	3,208,124	4,153,450	3,076,349	3,578,380	(575,070)	-14%
Total Revenue	2,772,926	3,208,124	4,153,450	3,076,349	3,578,380	(575,070)	-14%
Personnel Services	2,669,963	2,940,754	3,877,751	3,619,014	4,315,648	437,897	11%
Materials and Services	533,782	626,111	597,008	646,411	727,202	130,194	22%
Capital Outlay	-	16,425	-	-	-	-	-
Operating Expense	3,203,745	3,583,290	4,474,759	4,265,425	5,042,850	568,091	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,203,745	3,583,290	4,474,759	4,265,425	5,042,850	568,091	13%
Revenues Less Expenses	(430,819)	(375,166)	(321,309)	(1,189,076)	(1,464,470)		

Notes:
 During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends.



Health Centers Line of Business

Dental Program

Purpose Statement

The purpose of the Dental Program is to provide dental health care services to people with limited access to dental services so they can experience a transition from urgent care to restoring oral wellness and improved dental health.

Performance Narrative

The Dental Program provides comprehensive dental services at three dental clinics with a focus on treating and improving the oral health of each patient. In FY 21-22, the Dental Program expanded to provide dental services to clients in Sandy.

Poor oral health has been linked to chronic pain, lost school days, and avoidable visits to the emergency department. Oral health can also affect speech, nutrition, growth and function, and social development. Ensuring all children have access to dental health care during these formative years is important to their overall health and quality of life. By adding Pediatric Dental, and through deliberate focus, Clackamas Health Centers has made great strides in ensuring children seen within our Dental program receive preventative care services.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	CY 2022 Target	FY 22-23 Actuals as of 12/31/22	CY 2023 Target
RESULT	Percent of children (age 1-14) seen at Dental Health Centers receiving preventative dental services. ¹	26.0%	96.0%	43.1%	78.0%	55.0%
OUTPUT	Number of dental visits.	16,162	18,989	-	9,668	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

Program includes:

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

Explain all "Yes" boxes below

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

Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	82,477	1,458	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,406,040	1,599,365	1,571,783	1,999,463	405,390	(1,166,393)	-74%
Charges, Fees, License, Permits, Fines, Assessments	3,536,160	4,647,891	5,752,000	4,858,989	5,245,600	(506,400)	-9%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	4,942,201	6,247,255	7,323,783	6,858,452	5,650,990	(1,672,793)	-23%
Total Revenue	5,024,678	6,248,713	7,323,783	6,858,452	5,650,990	(1,672,793)	-23%
Personnel Services	3,971,859	3,953,295	5,606,962	4,649,137	5,642,090	35,128	1%
Materials and Services	1,090,875	1,242,833	1,218,238	1,401,769	1,310,441	92,203	8%
Capital Outlay	5,985	267,483	-	6,282	-	-	-
Operating Expense	5,068,719	5,463,610	6,825,200	6,057,188	6,952,531	127,331	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,068,719	5,463,610	6,825,200	6,057,188	6,952,531	127,331	2%

Revenues Less Expenses (44,041) 785,103 498,583 801,264 (1,301,541)

Notes:
 During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends.



Health Centers Line of Business

Behavioral Health Clinic Program

Purpose Statement

The purpose of the Behavioral Health Clinic Program is to provide specialized behavioral health services to clients and prospective clients diagnosed with mental health or substance use disorders so they can experience reduced mental distress and achieve their individual goals.

Performance Narrative

The Behavioral Health Program provides comprehensive health services at three behavioral health clinics. These resources allow the program to provide a variety of mental health and addiction treatment services to children, adolescents, adults, and their families.

As part of the H3S Zero Suicide initiative Clackamas Health Centers is committed to suicide prevention in health and behavioral health care systems, and also a specific set of tools and strategies. Including assessment of suicide risk for all clients over age 12. Data shows the percentage of clients that were screened during an assessment or an annual re-assessment. Suicide is one of the leading causes of death in Oregon.

Key Performance Measure

		FY 20-21 Actual	FY 21-22 Actual	CY 2022 Target	FY 22-23 Actuals as of 12/31/22	CY 2023 Target
RESULT	Percent of clients 12 and older screened for suicide risk at their initial and/or annual assessment and as clinically needed. ¹	85%	76%	65%	76%	61%
OUTPUT	Number of client visits.	57,324	66,907	-	30,315	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

Program includes:

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

Explain all "Yes" boxes below

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

Explanation

- CJC: Mental Health Court Grant: 07/01/2023-06/30/2024 = \$128,900 (Criminal Justice Commission)
- CJC: Adult Drug Court Grant: 07/01/2023-06/30/2024 = \$102,130 (Criminal Justice Commission)
- CJC:DUII Court Grant: 07/01/2023-06/30/2024 = \$35,593 (Criminal Justice Commission)
- BJA: Adult Drug Grant: 07/01/2023-09/29/30 = \$56,860 (Bureau of Justice Assistance)



400505-Behavioral Health Clinics

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	177,768	17,645	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	960,056	661,094	559,728	1,275,217	459,480	(100,248)	-18%
Charges, Fees, License, Permits, Fines, Assessments	15,856,469	19,664,160	21,305,401	19,462,918	25,939,350	4,633,949	22%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	5,218	5,178	7,580	5,872	7,580	-	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	16,821,743	20,330,432	21,872,709	20,744,007	26,406,410	4,533,701	21%
Total Revenue	16,999,511	20,348,077	21,872,709	20,744,007	26,406,410	4,533,701	21%
Personnel Services	11,831,466	12,509,579	14,703,065	13,556,214	16,093,278	1,390,213	9%
Materials and Services	3,333,330	3,280,970	3,475,009	3,670,792	3,778,606	303,597	9%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	15,164,796	15,790,548	18,178,074	17,227,006	19,871,884	1,693,810	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	15,164,796	15,790,548	18,178,074	17,227,006	19,871,884	1,693,810	9%
Revenues Less Expenses	1,834,715	4,557,529	3,694,635	3,517,001	6,534,526		

Notes:
 During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends. In FY2023-24 the majority of Health Centers' behavioral health services will transition from a temporary location on the Red Soils campus to a permanent location.



BEHAVIORAL HEALTH DIVISION

BEHAVIORAL HEALTH ADMINISTRATION


Purpose Statement

The purpose of the Behavioral Health Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, and personnel support services to Behavioral Health management and staff so they can provide continual access to behavioral health care that matches the needs of Clackamas County residents.

Performance Narrative Statement

The Behavioral Health Administration Program has a budget of \$6,249,016. Administrative services is focused on high quality customer service, both internally and externally. By meeting results, they ensure that critical mental health and substance use services are not disrupted due to contract lapses or revenue delays.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
	Result	Percent of customers reporting satisfied or highly satisfied with the service(s) they receive from Administration Program.				
		91%	100%	90%	92%	90%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

Explanation The Administration programs are partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement. Maintaining a grievance system and a compliance program is mandated by rule and contract.

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY23 budget: January 1, 2023–December 31, 2023, and January 1, 2024–December 31, 2024. There are no matching requirements.



400601-Behavioral Health Administration
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	3,688,109	2,583,073	2,037,524	2,683,703	1,415,742	(621,782)	-31%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	3,092,445	4,057,955	3,277,530	3,666,333	3,456,868	179,338	5%
Charges, Fees, License, Permits, Fines, Assessments	947,794	629,125	934,920	613,164	1,053,311	118,391	13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	153,957	12,015	11,100	-	-	(11,100)	-100%
Other Interfund Transfers	267,677	-	303,430	-	-	(303,430)	-100%
General Fund Support	-	394,549	451,640	195,251	323,095	(128,545)	-28%
Operating Revenue	4,461,873	5,093,644	4,978,620	4,474,748	4,833,274	(145,346)	-3%
Total Revenue	8,149,982	7,676,717	7,016,144	7,158,451	6,249,016	(767,128)	-11%
Personnel Services	2,634,269	2,461,272	3,086,476	2,699,579	3,349,863	263,387	9%
Materials and Services	2,744,719	1,895,399	3,132,624	2,641,301	2,306,761	(825,863)	-26%
Capital Outlay	-	-	-	-	263,289	263,289	-
Operating Expense	5,378,988	4,356,671	6,219,100	5,340,880	5,919,913	(299,187)	-5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	604,831	-	329,103	(275,728)	-46%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,378,988	4,356,671	6,823,931	5,340,880	6,249,016	(574,915)	-8%
Revenues Less Expenses	2,770,994	3,320,046	192,213	1,817,571	-		

Notes:
 The County Financial Assistance Agreement (FAA) with the Oregon Health Authority was extended by only 6 month for 2023 due to renegotiations with OHA on contract funding. We have received half of the 2022 annual funding for the 6 month contract with a few service elements seeing an increase in revenue to support mobile crisis expansion. This contract ensures behavioral health services are provided to uninsured individuals living in Clackamas County and those involved in the legal system.



BEHAVIORAL HEALTH DIVISION

SYSTEM OF CARE


Purpose Statement

The purpose of the Behavioral Health System of Care Program is to provide coordination, support, assessment, and referral services to Clackamas County residents so they can access behavioral health resources that match their needs.

Performance Narrative Statement

The Behavioral Health System of Care has a budget of \$9,529,437. We continue to have a high response rate to individuals calling the customer service line seeking assistance with most individuals receiving assistance when they call. We have cross-trained staff at two locations to help assist with call volume during higher periods of calls to ensure a high response rate.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	By 2025, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need.	90%	99%	95%	100%	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 The System of Care programs are funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP).

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY24 budget: July 1, 2023–December 31, 2023 and January 1, 2024–June 30, 2024. There are no matching requirements.



400602-Behavioral Health System of Care
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,683,706	1,196,330	1,047,600	1,444,165	1,415,434	367,834	35%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	5,363,658	5,538,732	7,389,008	4,650,369	8,067,235	678,227	9%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	16,453	23,627	12,900	-	-	(12,900)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	46,768	46,768	-
Operating Revenue	5,380,111	5,562,359	7,401,908	4,650,369	8,114,003	712,095	10%
Total Revenue	7,063,817	6,758,689	8,449,508	6,094,534	9,529,437	1,079,929	13%
Personnel Services	2,918,125	2,919,550	3,635,562	3,279,229	3,823,078	187,516	5%
Materials and Services	2,266,962	2,105,917	2,982,902	1,626,478	3,767,290	784,388	26%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	5,185,087	5,025,467	6,618,464	4,905,707	7,590,368	971,904	15%
Debt Service	-	-	-	-	-	-	-
Special Payments	742,202	643,484	1,026,350	658,688	389,254	(637,096)	-62%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	278,318	278,318	-
Contingency	-	-	804,694	-	1,271,497	466,803	58%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,927,289	5,668,951	8,449,508	5,564,395	9,529,437	1,079,929	13%
Revenues Less Expenses	1,136,528	1,089,738	-	530,139	-		

Notes:
 Individuals on the Oregon Health Plan receive Intensive Care Coordination with a focus on multi-system involved youth, individuals in and out of the local hospital and individuals in the Oregon State Hospital or higher levels of care. Due to the ongoing demand for this intensive service, the revenue contract was increased to add two more positions to support this work.



BEHAVIORAL HEALTH DIVISION

PEER DELIVERED SERVICES


Purpose Statement

The purpose of the Peer Delivered Services Program is to provide peer outreach, support, and recovery services to residents of Clackamas County experiencing mental health or addiction issues so they can partner with someone with a similar life experience to advocate for themselves and define and achieve their own recovery goals that lead to an increased quality of life.

Performance Narrative Statement

The Peer Delivered Services Program has a budget of \$2,446,081. Contracted peer organizations assist individuals with mental health and substance use challenges move through and to recovery. These individuals are positively impacted by the role of peer support specialists and peer recovery mentors.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Percent of customers feel their quality of life has improved as measured by self-reported survey.	75%	83%	80%	82%	80%

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation The Peer program is partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement (CMHP) and the remainder from Health Share of Oregon (Medicaid).

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY24 budget: January 1, 2023–December 31, 2023 and January 1, 2024–December 31, 2024. There are no matching requirements.



BEHAVIORAL HEALTH DIVISION

PREVENTION AND STIGMA REDUCTION


Purpose Statement

The purpose of the Prevention and Stigma Reduction Program is to provide consultation and education services to the people of Clackamas County so they can participate in and foster a state of positive behavioral health in their lives and in the community

Performance Narrative Statement

The Prevention and Stigma Reduction Program has a budget of \$709,934. This program continues to focus on community-based training to help address mental health stigma and provide community members basic tools to help an individual who may be experiencing mental health distress.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Percent of Get Trained to Help participants report taking action(s) they could not otherwise taken.	72%	78%	70%	N/A	70%

¹ Due to the small sample size, this measure is reported annually and values are not available at this point in FY.

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	<p>The Peer program is partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement (CMHP) and the remainder from Health Share of Oregon (Medicaid).</p> <p>CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY24 budget: January 1, 2023–December 31, 2023 and January 1, 2024–December 31, 2024. There are no matching requirements.</p>
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BEHAVIORAL HEALTH DIVISION

SAFETY NET SERVICES


Purpose Statement

The purpose of the Safety Net Services Program is to provide low barrier and timely trauma informed crisis, safety net, and monitoring services to individuals with a high level of behavioral health need and risk so they can connect with community supports and services, reduce their reliance on higher levels of care, and remain safely in the community

Performance Narrative Statement

The Safety Net Services program has a budget of \$9,306,627. Funding allows for FTE to provide discharge planning from the county jail, a community outreach team to address individuals in the community coming to the attention of law enforcement prior to arrest, and staffing for the urgent mental health walk-in clinic providing supports to avoid arrest or unnecessary hospitalization. In addition, this funding addresses contractually required elements including the requirement to provide 24-7 mobile crisis to individuals experiencing a mental health crisis in the community within one hour of the request and 24-7 crisis line response to any resident of the community.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Percent of Medicaid or uninsured patients that do not get readmitted to a hospital within 30 days.	87%	88%	85%	75%	85%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Safety Net Services program is partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP). The CFAA indicates which services are mandated: * 24-7 crisis line, 24-7 mobile crisis response, and Involuntary Commitment Program.

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY23 budget: January 1, 2023–December 31, 2023 and January 1, 2024–December 31, 2024. There are no matching requirements.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	813,857	1,183,033	1,040,173	1,215,361	1,751,843	711,670	68%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	4,793,137	4,515,508	6,017,428	5,455,532	6,827,417	809,989	13%
Charges, Fees, License, Permits, Fines, Assessments	201,742	161,872	681,900	141,156	544,341	(137,559)	-20%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	2,915	13,080	-	1,000	(12,080)	-92%
Other Interfund Transfers	409,103	-	-	-	-	-	-
General Fund Support	-	317,268	370,890	50,255	182,026	(188,864)	-51%
Operating Revenue	5,403,983	4,997,563	7,083,298	5,646,943	7,554,784	471,486	7%
Total Revenue	6,217,840	6,180,596	8,123,471	6,862,304	9,306,627	1,183,156	15%
Personnel Services	3,730,970	3,878,551	5,249,230	4,096,266	5,301,359	52,129	1%
Materials and Services	1,350,494	1,080,534	2,070,247	619,223	2,565,895	495,648	24%
Capital Outlay	-	27,920	192,213	-	-	(192,213)	-100%
Operating Expense	5,081,464	4,987,005	7,511,690	4,715,489	7,867,254	355,564	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	83,134	13,070	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	803,993	-	1,439,373	635,380	79%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,164,597	5,000,075	8,315,683	4,715,489	9,306,627	990,944	12%
Revenues Less Expenses	1,053,242	1,180,521	(192,212)	2,146,815	-		

Notes:
 A reduction in County General Funds will have a direct impact on our most vulnerable clients, since the majority of these funds are used by the crisis clinic to support those who are uninsured, not accessing treatment elsewhere, and may be houseless. As well, the reduction in stable funding will increase BHDs reliance on other, less certain sources of revenue, while also contributing to insecurity among program staff.



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	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	137,028	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	137,028	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	137,028	-	-	-	-	-
Revenues Less Expenses	-	(137,028)	-	-	-	-	-

Notes:
None.



Housing and Community Development Division

Administration and Operations



Purpose Statement

The purpose of the Administration and Operations program is to provide leadership, strategic direction, and support to the Housing and Community Development Division by working with internal and external parties in the successful development and implementation of homeless services in Clackamas County.

Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	% of invoices and interfunds processed and sent to Finance for payment within 30 days of receipt.	N/A	N/A	N/A	N/A	80%
 Result	% of contractors and service providers indicate on a survey that they are satisfied with the timeliness of payment processing by HCDD.	N/A	N/A	N/A	N/A	85%

Program includes:

Mandated Services No

Shared Services No

Grant Funding No

Explain all "Yes" boxes below

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

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



4007-Housing & Community Development

400701-Administration & Operations

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	33,451,407	33,451,407	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	6,265,819	34,582,329	2,455,743	(3,810,076)	-61%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	363,332	363,332	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	19,280	19,280	-
Operating Revenue	-	-	6,265,819	34,582,329	2,838,355	(3,427,464)	-55%
Total Revenue	-	-	6,265,819	34,582,329	36,289,762	30,023,943	479%
Personnel Services	-	-	2,291,882	792,561	2,411,219	119,337	5%
Materials and Services	-	-	753,937	290,561	22,440,415	21,686,478	2876%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	3,045,819	1,083,122	24,851,634	21,805,815	716%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	47,800	119,280	119,280	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	100,000	-	9,055,078	8,955,078	8955%
Contingency	-	-	3,120,000	-	2,263,770	(856,230)	-27%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	6,265,819	1,130,922	36,289,762	30,023,943	479%

Revenues Less Expenses - - - 33,451,407 -

Notes:
 This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



Housing and Community Development Division

System Support and Coordination



Purpose Statement

The purpose of the System Support and Coordination program is to provide support and guidance for the development and implementation of equity-focused, data-driven housing and homeless services and capacity building through analytics, tracking and reporting outcomes, policy and planning work, and regional coordination.

Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	% of live calls answered by Coordinated Housing Access	N/A	N/A	N/A	N/A	75%
 Result	% of callers indicate in a survey that they are satisfied with the services received from CHA staff.	N/A	N/A	N/A	N/A	85%

Program includes:

Mandated Services	<input type="checkbox"/> No
Shared Services	<input type="checkbox"/> No
Grant Funding	<input type="checkbox"/> Yes

Explain all "Yes" boxes below

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

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

Explanation	2% of the program's grant funding is from US Department of Housing and Urban Development, the Continuum of Care (CoC) Planning Grant and CoC Homeless Management Information System (HMIS) Grant.
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400702-System Support & Coordination

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	5,356,862	5,356,862	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	2,454,418	7,234,267	4,365,006	1,910,588	78%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	2,454,418	7,234,267	4,365,006	1,910,588	78%
Total Revenue	-	-	2,454,418	7,234,267	9,721,868	7,267,450	296%
Personnel Services	-	-	740,884	491,019	1,744,757	1,003,873	135%
Materials and Services	-	-	50,000	10,807	1,360,435	1,310,435	2621%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	790,884	501,826	3,105,192	2,314,308	293%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	1,663,534	1,375,579	6,616,676	4,953,142	298%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	2,454,418	1,877,405	9,721,868	7,267,450	296%
Revenues Less Expenses	-	-	-	5,356,862	-	-	-

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



Housing and Community Development Division

Community Preservation

Purpose Statement

The purpose of Community Preservation is to support the development and preservation of affordable housing, promote neighborhood revitalization, and invest in public works, community facilities, and public services projects to support low- and moderate-income residents so they have healthy, safe, stable housing and live in neighborhoods with equitable access to public facilities and services.

Performance Narrative Statement

While the Community Preservation program is part of the new Housing & Community Development Division, approved performance measure exist because it is a combination of the county's existing Community Development and Weatherization Services programs. The budget for this program generally continues current service funding levels. These resources allow the program to serve low- and moderate-income households, contribute to affordable housing projects and preserve affordable housing, invest in public services, and support neighborhood stabilization to ensure safe, healthy, and secure individuals and communities.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
Result	Community Development Programs Number of homes rehabilitated (rehab loan, accessibility grant, critical home repair)	33	58	60	33 YTD	60
Result	Weatherization Services Annual average reduction in energy costs per household (percent and amount)	31% \$791	29% \$784	funder requires 12% reduction of energy costs	29% YTD \$830 YTD	12%

Program includes:

Mandated Services No

Shared Services No

Grant Funding Yes

Explain all "Yes" boxes below

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

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

Explanation Community Development programs are funded by US Department of Housing and Urban Development, which allocates funding each year after submission of the Community Development 5-Year Consolidated Plan and subsequent Annual Action Plans. The allocation includes Community Development Block Grant funding, HOME Investment Partnership Program funding, and Emergency Solutions Grant (ESG) funding. There is a minimum of 25% match requirement for HOME funds and 100% match requirement for ESG funds.

Low-income home weatherization funds are contacted by Oregon Housing & Community Services on a biennial basis, and include allocations from the US Department of Energy, Bonneville Power Administration, Portland General Electric, and US Department of Health & Human Services. Weatherization also receives funding from Northwest Natural Gas in the form of rebates for gas homes served. There is no match requirement for these funds.



400703-Community Preservation

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Requested Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	141,256	141,256	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	15,510,529	15,510,529	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	50,000	50,000	-
Revenue from Bonds & Other Debts	-	-	-	-	260,000	260,000	-
All Other Revenue Resources	-	-	-	-	750,000	750,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	16,570,529	16,570,529	-
Total Revenue	-	-	-	-	16,711,785	16,711,785	-
Personnel Services	-	-	-	-	3,143,516	3,143,516	-
Materials and Services	-	-	-	-	11,890,800	11,890,800	-
Capital Outlay	-	-	-	-	200,000	200,000	-
Operating Expense	-	-	-	-	15,234,316	15,234,316	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	1,477,469	1,477,469	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	16,711,785	16,711,785	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

A new unit combining Community Development 640202 and Weatherization Programs



Housing and Community Development Division

Outreach and Engagement



Purpose Statement

The purpose of the Outreach and Engagement program is to provide coordinated, person-centered outreach to assist with directly connecting people experiencing homelessness to services ranging from helping them meet basic needs to housing placement and retention.

Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	% of people on the By-name-list have had at least one service provider contact	N/A	N/A	N/A	N/A	85%
 Result	% of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Outreach and Engagement efforts	N/A	N/A	N/A	N/A	85%

Program includes:

Mandated Services No

Shared Services No

Grant Funding No

Explain all "Yes" boxes below

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

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	200,000	200,000	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	2,665,175	1,798,296	2,477,529	(187,646)	-7%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	19,000	19,000	-	(19,000)	-100%
General Fund Support	-	-	400,000	400,000	203,426	(196,574)	-49%
Operating Revenue	-	-	3,084,175	2,217,296	2,680,955	(403,220)	-13%
Total Revenue	-	-	3,084,175	2,217,296	2,880,955	(203,220)	-7%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	200,000	200,000	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	200,000	200,000	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	3,084,175	2,017,296	2,680,955	(403,220)	-13%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	3,084,175	2,017,296	2,880,955	(203,220)	-7%

Revenues Less Expenses - - - 200,000 -

Notes:
 This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



Housing and Community Development Division

Safety Off The Streets



Purpose Statement

The purpose of the Safety off the Streets program is to provide a range of short-term transitional housing options, as well as access to critical hygiene and health services, for individuals on a continuum ranging from temporary displacement to chronic homelessness.

Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	Average length of stay in shelter	N/A	N/A	N/A	N/A	90 Days
 Result	% of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Shelter services	N/A	N/A	N/A	N/A	85%

Program includes:

Mandated Services No

Shared Services No

Grant Funding Yes

Explain all "Yes" boxes below

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

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

Explanation The program received \$2.0 million in funding from State of Oregon, Department of Administrative Services for shelter services and infrastructure, hygiene services and homeless outreach.



400705-Safety Off The Streets

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	1,076,165	-	14,500,000	13,423,835	1247%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	21,440,492	18,586,174	9,010,041	(12,430,451)	-58%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	400,000	400,000	558,825	158,825	40%
Operating Revenue	-	-	21,840,492	18,986,174	9,568,866	(12,271,626)	-56%
Total Revenue	-	-	22,916,657	18,986,174	24,068,866	1,152,209	5%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	1,196,075	2,949,320	12,575,001	11,378,926	951%
Capital Outlay	-	-	15,205,090	-	-	(15,205,090)	-100%
Operating Expense	-	-	16,401,165	2,949,320	12,575,001	(3,826,164)	-23%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	6,515,492	1,536,854	11,493,865	4,978,373	76%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	22,916,657	4,486,174	24,068,866	1,152,209	5%
Revenues Less Expenses	-	-	-	14,500,000	-		

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



Housing and Community Development Division

Housing Placement and Retention



Purpose Statement

The purpose of the Housing Placement and Retention program is to help people gain and/or retain housing, provide supportive services to help with housing stability and connect households at risk of losing housing with diversion and other supportive services.

Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	# of households placed into permanent housing	N/A	N/A	N/A	N/A	395
 Result	% of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Housing Navigation services	N/A	N/A	N/A	N/A	100%

Program includes:

Mandated Services No

Shared Services No

Grant Funding No

Explain all "Yes" boxes below

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

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



400706-Housing Placement & Retention

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	525,000	525,000	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	4,335,575	4,860,575	7,484,533	3,148,958	73%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	400,000	400,000	736,703	336,703	84%
Operating Revenue	-	-	4,735,575	5,260,575	8,221,236	3,485,661	74%
Total Revenue	-	-	4,735,575	5,260,575	8,746,236	4,010,661	85%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	591,937	50	250,000	(341,937)	-58%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	591,937	50	250,000	(341,937)	-58%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	4,143,638	4,735,525	8,134,439	3,990,801	96%
Transfers	-	-	-	-	361,797	361,797	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	4,735,575	4,735,575	8,746,236	4,010,661	85%
Revenues Less Expenses	-	-	-	525,000	-		

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



Housing and Community Development Division

Supportive Housing Services



Purpose Statement

The purpose of the Supportive Housing Services program is to serve individuals who have one or more disabling conditions, who are extremely low income, and who are experiencing long-term homelessness, by connecting them to permanent supportive housing or transitional housing that includes wraparound service supports.

Performance Narrative Statement

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program are proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. Subject to formal approval of these measures, data collection and reporting will begin in FY 23-24.

Key Performance Measures

		FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY22-23 Actuals	FY 23-24 Target
 Result	% reduction of people experiencing chronic homelessness on the By Name List.	N/A	N/A	N/A	N/A	30%
 Result	% of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Supportive Housing Case management services	N/A	N/A	N/A	N/A	85%

Program includes:

Mandated Services No

Shared Services No

Grant Funding No

Explain all "Yes" boxes below

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

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



400707-Supportive Housing
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	1,590,000	1,590,000	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	12,288,521	12,857,361	18,945,884	6,657,363	54%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	78,925	78,925	-
Operating Revenue	-	-	12,288,521	12,857,361	19,024,809	6,736,288	55%
Total Revenue	-	-	12,288,521	12,857,361	20,614,809	8,326,288	68%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	12,288,521	11,267,361	20,514,809	8,226,288	67%
Transfers	-	-	-	-	100,000	100,000	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	12,288,521	11,267,361	20,614,809	8,326,288	68%
Revenues Less Expenses	-	-	-	1,590,000	-	-	-

Notes:
 This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



640202-Community Development
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	640,064	543,350	543,350	(514,570)	-	(543,350)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	3,910,644	3,476,395	6,463,572	4,865,814	-	(6,463,572)	-100%
Charges, Fees, License, Permits, Fines, Assessments	31,421	86,397	65,000	75,000	-	(65,000)	-100%
Revenue from Bonds & Other Debts	662,198	791,019	488,000	430,000	-	(488,000)	-100%
All Other Revenue Resources	15,942	3,305	1,210,000	1,000,000	-	(1,210,000)	-100%
Other Interfund Transfers	25,622	-	-	-	-	-	-
General Fund Support	-	27,859	-	-	-	-	-
Operating Revenue	4,645,827	4,384,975	8,226,572	6,370,814	-	(8,226,572)	-100%
Total Revenue	5,285,891	4,928,325	8,769,922	5,856,244	-	(8,769,922)	-100%
Personnel Services	1,251,089	1,157,452	1,419,087	1,095,929	-	(1,419,087)	-100%
Materials and Services	2,035,081	2,881,553	4,805,123	3,997,719	-	(4,805,123)	-100%
Capital Outlay	-	-	55,000	-	-	(55,000)	-100%
Operating Expense	3,286,170	4,039,005	6,279,210	5,093,648	-	(6,279,210)	-100%
Debt Service	2,591	-	-	-	-	-	-
Special Payments	1,453,780	1,403,890	1,947,362	750,000	-	(1,947,362)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	543,350	-	-	(543,350)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,742,541	5,442,895	8,769,922	5,843,648	-	(8,769,922)	-100%
Revenues Less Expenses	543,350	(514,570)	-	12,596	-		

Notes:
 This Program will end in FY23-24 as Community Development services will move to the Community Preservation Program, 400703, under the Housing and Community Development Division of H3S



Clackamas 911 (C-COM)

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
911 Statistics	<p>911 Calls: 143,026 Non-Emergency Calls: 115,735 Text Incidents = 586 Total Calls = 259,347 (5.1% decrease)</p> <p>Calls for Service: 183,449 Law Calls 10,197 Fire Calls 33,144 = EMS Calls Total CFS = 226,790 (1% decrease)</p>
911 Staffing	<p>Attrition = 11 for 2022 (which included 3 retirements, 3 leadership transitions, 2 out-of-state moves, 3 self-selected out of training).</p> <p>Hired 11 positions, still have 7 budgeted vacancies.</p> <p>Remain 6 positions below Project RETAINS staffing study.</p>
911 Operations	<p>First Full Year of Quality Assurance / Quality Improvement COMPLETED. First year data scored extremely high at 98-99% compliant. This, however, is indicative of overburdened workload.</p>
911 Operations	<p>Fully trained CCOM Peer Team</p>
911 Technology	<p>Deployed P25 Digital 800 Radio & Upgraded Logging Recorder.</p> <p>Deployed Abandoned Call-Back and Removed Pocket Dial Cell Filter.</p>
911 Administrative	<p>Completed 2023-2026 Strategic Plan</p>

Performance Clackamas

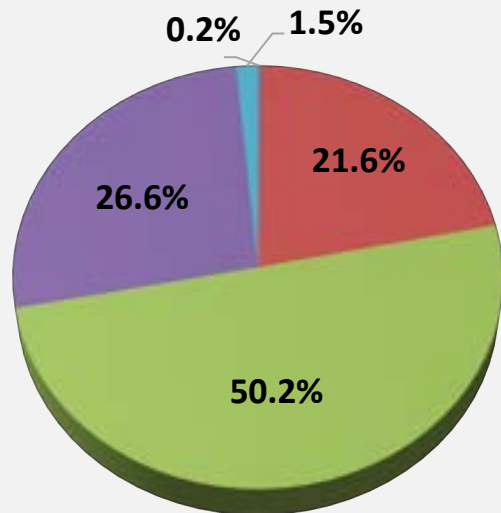
Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Clackamas 911 Services/911 Services	By 2021, CCOM will be staffed at least 95% of budgeted capacity	86%	95%	82%	95%
	By 2021, Clackamas County callers will experience 6 dedicated call-takers on duty 10 hours per day, 4 days per week	3	3	3	6
	By 2023, CCOM will enhance its in-house Quality Improvement program that evaluates customer service for 2% of our call volume	1%	1%	1%	2%
	By 2025, 100% of callers will reach a live 9-1-1 call taker without being filtered through a cell phone filtering message system	20%	100%	100%	100%

Program Profiles: FY23-24 Summary

Line of Business	Program Name	BCC Priority	Total Funds	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Clackamas 911 Services	911 Services	Ensure Healthy, Safe, & Secure Communities	\$14M	0% (one-time stipend for 2023-2024)	100%	(S) (IGA)	100%	50% improved

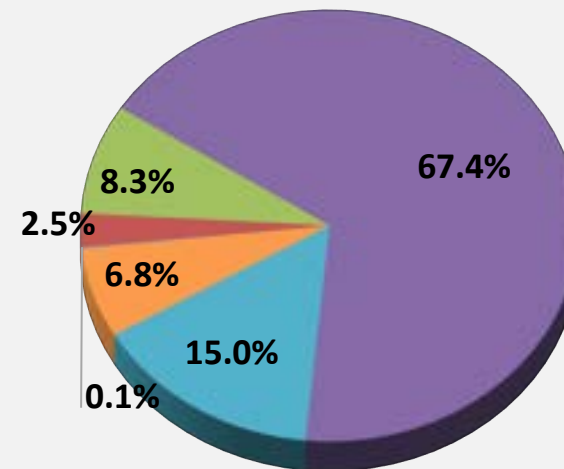
FY23-24 Revenue and Expenses

Revenues



- All Other Revenue Resources
- Beginning Fund Balance
- Charges, Fees, License, Permits, Fines, Assessments
- Federal, State, Local, All Other Gifts & Donations
- General Fund Support

Expenses



- Capital Outlay
- Contingency
- Materials and Services
- Personnel Services
- Reserve for Future Expenditures
- Special Payments

Department Summary by Fund

Clackamas 911 (CCOM) (20)



Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 ARPA Fund (230)	FY 23-24 911 Center Fund (605)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
Clackamas 911 Services	Clackamas 911	-	14,158,669	14,158,669	209,014	57.0	
TOTAL		-	14,158,669	14,158,669	209,014	57.0	
		<i>FY 22-23 Budget (Amended)</i>	-	12,207,755	12,207,755	-	57.0
		<i>\$ Increase (Decrease)</i>	-	1,950,914	1,950,914	209,014	0.0
		<i>% Increase (Decrease)</i>	-	16.0%	16.0%	-	0.0%

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

20-Clackamas 911 (CCOM) / 230-Special Grants Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	153,977	-	-	-	-	-
Operating Revenue	-	153,977	-	-	-	-	-
Total Revenue	-	153,977	-	-	-	-	-
Personnel Services	-	153,977	-	-	-	-	-
Operating Expenditure	-	153,977	-	-	-	-	-
Total Expense	-	153,977	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-		

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

**20-Clackamas 911 (CCOM) / 605-911 Center Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	1,473,385	1,455,432	1,558,600	2,613,833	3,055,304	1,496,704	96%
Federal, State, Local, All Other Gifts & Donations	3,063,483	4,353,998	3,909,794	3,711,221	3,766,188	(143,606)	-4%
Charges, Fees, License, Permits, Fines, Assessments	6,405,357	6,588,204	6,714,661	6,714,661	7,103,463	388,802	6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	29,407	25,731	24,700	24,700	24,700	-	0%
General Fund Support	-	-	-	-	209,014	209,014	-
Operating Revenue	9,498,247	10,967,933	10,649,155	10,450,582	11,103,365	454,210	4%
Total Revenue	10,971,633	12,423,366	12,207,755	13,064,415	14,158,669	1,950,914	16%
Personnel Services	8,245,773	8,053,426	9,342,936	8,089,495	9,538,564	195,628	2%
Materials and Services	944,486	1,181,864	990,361	998,917	1,169,898	179,537	18%
Capital Outlay	8,658	5,572	20,000	9,000	15,000	(5,000)	-25%
Operating Expenditure	9,198,917	9,240,862	10,353,297	9,097,412	10,723,462	370,165	4%
Debt Service	-	-	-	-	-	-	-
Special Payments	317,283	568,670	1,023,100	911,699	960,400	(62,700)	-6%
Contingency	-	-	350,000	-	350,000	-	0%
Reserve for Future Expenditures	-	-	481,357	-	2,124,807	1,643,450	341%
Total Expense	9,516,200	9,809,532	12,207,754	10,009,111	14,158,669	1,950,915	16%
Revenues Less Expenses	1,455,432	2,613,833	-	3,055,304	-		

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

Significant Policy and/or Financial Issues

Description	Impact
None noted	

End of Presentation

Thank you



Clackamas 911 (CCOM) (20)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		ARPA Fund (230)	911 Center Fund (605)	Total Budget	General Fund Support in Budget**	Total FTE
Clackamas 911 Services	Clackamas 911	-	14,158,669	14,158,669	209,014	57.0
TOTAL		-	14,158,669	14,158,669	209,014	57.0
<i>FY 22-23 Budget (Amended)</i>		-	12,207,755	12,207,755	-	57.0
<i>\$ Increase (Decrease)</i>		-	1,950,914	1,950,914	209,014	0.0
<i>% Increase (Decrease)</i>		-	16.0%	16.0%	-	0.0%

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



Clackamas 911 Services

Clackamas 911

Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measurers

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	By 2021, CCOM will be staffed at least 95% of budgeted capacity	94%	86%	95%	82%	95%
Output	By 2021, Clackamas County callers will experience 6 dedicated call-takers on duty 10 hours per day, 4 days per week	5	3	6	3	6
Output	By 2023, CCOM will enhance its in-house Quality Improvement program that evaluates customer service for 2% of our call volume	0.50%	1.00%	1.00%	1.00%	2.00%
Result	By 2025, 100% of callers will reach a live 9-1-1 call taker without being filtered through a cell phone filtering message system	20%	20.00%	100%	100.00%	100%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,473,385	1,455,432	1,558,600	2,613,833	3,055,304	1,496,704	96%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	3,063,483	4,507,975	3,909,794	3,711,221	3,766,188	(143,606)	-4%
Charges, Fees, License, Permits, Fines, Assessments	6,405,357	6,588,204	6,714,661	6,714,661	7,103,463	388,802	6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	29,407	25,731	24,700	24,700	24,700	-	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	209,014	209,014	-
Operating Revenue	9,498,247	11,121,910	10,649,155	10,450,582	11,103,365	454,210	4%
Total Revenue	10,971,633	12,577,342	12,207,755	13,064,415	14,158,669	1,950,914	16%
Personnel Services	8,245,773	8,207,403	9,342,936	8,089,495	9,538,564	195,628	2%
Materials and Services	944,486	1,181,864	990,361	998,917	1,169,898	179,537	18%
Capital Outlay	8,658	5,572	20,000	9,000	15,000	(5,000)	-25%
Operating Expense	9,198,917	9,394,839	10,353,297	9,097,412	10,723,462	370,165	4%
Debt Service	-	-	-	-	-	-	-
Special Payments	317,283	568,670	1,023,100	911,699	960,400	(62,700)	-6%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	481,357	-	2,124,807	1,643,450	341%
Contingency	-	-	350,000	-	350,000	-	0%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	9,516,200	9,963,509	12,207,754	10,009,111	14,158,669	1,950,915	16%
Revenues Less Expenses	1,455,432	2,613,833	-	3,055,304	-		

Notes:
None.



County Clerk's Office

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
Elections	Fully staffed (5 FTE) as of April 2023 after being understaffed since November 2020. Recruited, hired, and trained first bilingual Election Specialist.
Recording	Will issue approximately 1585 marriage licenses for happy couples this year. 9% less than FY 21-22.
Records Management	Supported county departments in responding to public records requests through research and retrieval; responded to record-breaking demand, processing more than 4,400 passport applications for Clackamas County residents and surrounding areas.
Board of Property Tax Appeals	Heard nearly 200 property value appeals in the past year, providing Clackamas County property owners an opportunity to adjust their property value in an evidence-based forum.

Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Elections	Overall election cost per eligible voter.	\$1.94	NA	\$1.38	\$1.26
	Election personnel cost per 1,000 ballots processed.	\$2,872	NA	\$630	\$550
Recording	% of recorded documents indexed within five business days of being recorded.	Not Tracked	NA	Not Tracked	75%
Records Management	% Department Records Requests delivered within one business day.	100%	100%	100%	100%

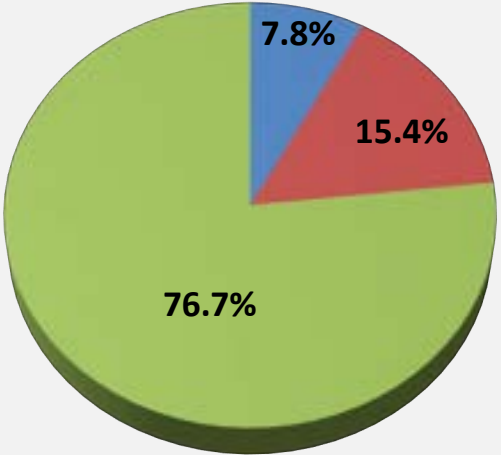
Many results measures in Recording were not tracked in FY21-22 or FY22-23. Target results measures were not determined in FY22-23 in Elections. Clerk McMullen took office in Jan. 2023 and results measures were evaluated and changed across all divisions and the department.

Program Profiles: FY23-24 Summary

Program Name	BCC Priority	Total Funds (in Millions)	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Office of the Clerk	Accountable Government	\$0.574	0%	0%	Fed/State	100%	Improve
Elections	Accountable Government	\$2.409	0%	0%	Fed/State/City	100%	Meet
Recording	Accountable Government	\$0.739	0%	0%	Fed/State/City	100%	Improve
Records Management (includes Passports)	Accountable Government	\$0.723	0%	0%	Fed/State/City	100%	Meet
Board of Property Tax Appeals	Accountable Government	\$0.008	0%	0%	State/City	100%	Meet

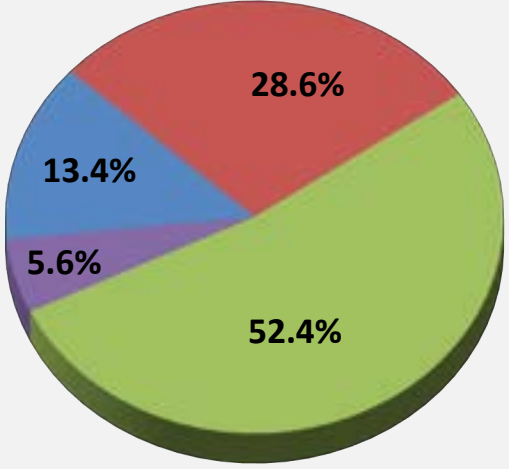
FY23-24 Revenue and Expenses

Revenues



- All Other Revenue Resources
- Beginning Fund Balance
- Charges, Fees, License, Permits, Fines, Assessments

Expenses



- Capital Outlay
- Materials and Services
- Personnel Services
- Special Payments
- Unappropriated Ending Fund Balance



County Clerk (13)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA Fund (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Clerk's Office	Office of the Clerk	582,122		582,122	-	3.5
Clerk's Office	Board of Property Tax Appeals (BOPTA)	12,000	-	12,000	-	-
Clerk's Office	Elections	2,409,003		2,409,003	-	5.0
Clerk's Office	Recording	739,309	-	739,309	-	5.5
Clerk's Office	Records Management	723,896	-	723,896	-	5.0
		4,466,329	-	4,466,329	-	19.0
FY 22-23 Budget (Amended)		4,448,561	-	4,448,558	-	19.0
\$ Increase (Decrease)		17,768	-	17,771	-	0.0
% Increase (Decrease)		0.4%	-	0.4%	-	0.0%

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

**13-County Clerk / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	368,076	391,460	150,588	1,176,850	689,418	538,830	358%
Federal, State, Local, All Other Gifts & Donations	157,800	-	-	20,000	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	5,630,101	4,082,020	4,047,970	3,088,695	3,426,913	(621,057)	-15%
All Other Revenue Resources	297,278	412,871	250,000	225,000	350,000	100,000	40%
Operating Revenue	6,085,179	4,494,892	4,297,970	3,333,695	3,776,913	(521,057)	-12%
Total Revenue	6,453,254	4,886,352	4,448,558	4,510,545	4,466,331	17,773	0%
Personnel Services	1,689,871	2,069,290	2,188,117	2,012,648	2,341,968	153,851	7%
Materials and Services	1,684,450	1,462,217	1,743,924	1,611,479	1,276,361	(467,563)	-27%
Capital Outlay	2,925	4,690	8,000	-	600,000	592,000	7400%
Operating Expenditure	3,377,245	3,536,198	3,940,041	3,624,127	4,218,329	278,288	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	161,426	173,304	232,000	197,000	248,000	16,000	7%
Total Expense	3,538,671	3,709,502	4,172,041	3,821,127	4,466,329	294,288	7%
Revenues Less Expenses	2,914,583	1,176,850	276,517	689,418	-		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

**13-County Clerk / 230-Special Grants Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	13,907	-	-	-	-	-
Operating Revenue	-	13,907	-	-	-	-	-
Total Revenue	-	13,907	-	-	-	-	-
Personnel Services	-	13,907	-	-	-	-	-
Operating Expenditure	-	13,907	-	-	-	-	-
Total Expense	-	13,907	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-		

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

Significant Policy and/or Financial Issues

Description	Impact
<p>Elections: Purchase of Elections Mail Ballot Sorter to increase efficiency of ballot processing and replace aging technology.</p>	<p>Will allow us to process increasing volume of ballots more efficiently and retain needed technology for elections administration; One-time expense.</p>
<p>Elections: Inflation increases cost of election staffing, material expenses, and vendor contracts.</p>	<p>Increases overall election cost per eligible voter; Ongoing impact.</p>
<p>Recording: Reduced revenue for recorded documents due to decreased housing activity (sales and refinances) and increased interest rates.</p>	<p>Reduces primary source of revenue; cyclical.</p>
<p>Recording: Increased revenue generation in Clerk's Office through officiating weddings.</p>	<p>Limited revenue generation; New and ongoing.</p>
<p>Records Management: Increased demand for passport application processing has increased revenue in Clerk's Office.</p>	<p>Increased demand for passport application processing increases revenue and maxes out demand on staff time and space to serve public; Ongoing impact.</p>



County Clerk (13)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24	FY 23-24	FY 23-24	FY 23-24	FY 23-24
		General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**	Total FTE
Clerk's Office	Office of the Clerk	582,122	-	582,122		3.5
Clerk's Office	Board of Property Tax Appeals (BOPTA)	12,000	-	12,000		
Clerk's Office	Elections	2,409,003	-	2,409,003		5.0
Clerk's Office	Recording	739,309	-	739,309		5.5
Clerk's Office	Records Management	723,896	-	723,896		5.0
		4,466,329	-	4,466,329		19.0
<i>FY 22-23 Budget (Amended)</i>		4,448,561	-	4,448,558		19.0
<i>\$ Increase (Decrease)</i>		17,768	-	17,771		0.0
<i>% Increase (Decrease)</i>		0.4%	-	0.4%		0.0%

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



County Clerk

Office of the Clerk




Purpose Statement

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

Performance Narrative Statement

The Office of the Clerk program proposed a budget of \$582,122, a continuation of current funding levels. These resources will support office materials and services, training, and administrative costs of supporting elections, records management, property recording, property tax appeals, marriage and liquor licenses, wedding officiation, and passport services to the general public.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY 22-23 Projected	FY 23-24 Target
 Result	% Employees with annual performance summary completed	0%	NA	0%	100%
 Result	Number of community-focused events/meetings that the Clerk attends & engages with residents about services.	NA	25	25	55
 Result	% of elections administered that meet all statutory deadlines including certification.	NA	100%	75%	100%

*The program applies new measures moving into FY23-24.

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	7,480	929,497	330,700	323,220	4321%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,989	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	4,797,789	3,244,254	3,018,000	2,266,500	2,577,308	(440,692)	-15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	128,408	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	4,928,186	3,244,254	3,018,000	2,266,500	2,577,308	(440,692)	-15%
Total Revenue	4,928,186	3,244,254	3,025,480	3,195,997	2,908,008	(117,472)	-4%
Personnel Services	1,220,689	133,487	475,331	449,721	535,147	59,816	13%
Materials and Services	494,993	473,987	359,730	337,770	46,975	(312,755)	-87%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,715,682	607,474	835,061	787,491	582,122	(252,939)	-30%
Debt Service	-	-	-	-	-	-	-
Special Payments	4,083	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	276,520	-	-	(276,520)	-100%
Total Expense	1,719,765	607,474	1,111,581	787,491	582,122	(529,459)	-48%
Revenues Less Expenses	3,208,420	2,636,780	1,913,899	2,408,506	2,325,886		

Notes:
None.



County Clerk

Board of Property Tax Appeals


Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY 22-23 Projected	FY 23-24 Target
 Result	% Petitioners who received a decision/order from the Clerk's office within five business days	100%	100%	90%	100%

Program includes:

Mandated Services	<input type="text" value="Yes"/>
Shared Services	<input type="text" value="Yes"/>
Grant Funding	<input type="text" value="No"/>

Explain all "Yes" boxes below

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

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

Explanation The FTE for the BOPTA program is an employee that works and is paid on the Clerk program.



130102-Board of Property Tax Appeals (BOPTA)

BCC Priority Alignment: Accountable Government

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-
Personnel Services	-	1,045,683	-	-	-	-	-
Materials and Services	-	4,527	-	1,000	4,000	4,000	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	1,050,210	-	1,000	4,000	4,000	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	12,000	7,000	8,000	(4,000)	-33%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	1,050,210	12,000	8,000	12,000	-	0%
Revenues Less Expenses	-	(1,050,210)	(12,000)	(8,000)	(12,000)		

Notes:
None.



Purpose Statement

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

Performance Narrative Statement

The Elections program proposed a \$2,409,003 budget, an increase in funding levels due to the need to replace our aging mail ballot sorter, be prepared for the upcoming presidential election cycle (May 2024). These resources will serve all Clackamas County residents, candidates for elected office, those who file measures, and allowing local districts and jurisdictions to hold elections.

Key Performance Measures

		FY 21 - 22 Actual	FY 22-23 Target	FY 22-23 Projected	FY 23-24 Target
Result	Overall election cost per eligible voter.	\$1.94	NA	\$1.38	\$1.26
Result	Election personnel cost per 1,000 ballots processed.	\$2,872	NA	\$630	\$550
Result	% Elections open to observation	100%	100%	100%	NA
Result	% Ballot correspondence sent to voter within two business days	100%	Unknown	Unknown	NA
Result	% Election filings on the County's website within one business day	100%	Unknown	Unknown	NA

**The program applies new measures moving into FY23-24.*

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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	150,000	-	-	20,000	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	168,870	412,751	250,000	225,000	350,000	100,000	40%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	318,870	412,751	250,000	245,000	350,000	100,000	40%
Total Revenue	318,870	412,751	250,000	245,000	350,000	100,000	40%
Personnel Services	-	336,416	585,425	475,688	624,154	38,729	7%
Materials and Services	862,640	620,581	889,390	866,486	944,849	55,459	6%
Capital Outlay	-	-	-	-	600,000	600,000	-
Operating Expense	862,640	956,997	1,474,815	1,342,174	2,169,003	694,188	47%
Debt Service	-	-	-	-	-	-	-
Special Payments	157,343	173,304	220,000	190,000	240,000	20,000	9%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,019,982	1,130,301	1,694,815	1,532,174	2,409,003	714,188	42%
Revenues Less Expenses	(701,113)	(717,550)	(1,444,815)	(1,287,174)	(2,059,003)		

Notes:
None.



County Clerk

Recording




Purpose Statement

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

Performance Narrative Statement

The Recording program proposed a \$739,309 budget, a slight increase of current funding levels. These resources will provide the public access so they can receive marriage licenses, have weddings officiated; and certify ownerships, interest, and definitions of property within Clackamas County.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Target	FY22-23 Projected	FY 23-24 Target
 Result	% Recorded documents returned within 10 business days	80%	100%	100%	100%
 Result	% Requests for certified documents fulfilled within two business days of request	80%	100%	90%	100%
 Result	% Recorded documents indexed within five business days of being recorded	not tracked	NA	not tracked	75%

Program includes:

Mandated Services Y/N

Shared Services Y/N

Grant Funding Y/N

Explain all "Yes" boxes below

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

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

Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	197,098	391,460	143,108	247,353	358,718	215,610	151%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	1,628	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	389,203	319,175	200,000	111,365	144,776	(55,224)	-28%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	121	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	389,203	320,924	200,000	111,365	144,776	(55,224)	-28%
Total Revenue	586,301	712,384	343,108	358,718	503,494	160,386	47%
Personnel Services	104,809	150,150	556,020	515,895	557,309	1,289	0%
Materials and Services	87,107	115,046	228,094	131,594	182,000	(46,094)	-20%
Capital Outlay	2,925	4,690	8,000	-	-	(8,000)	-100%
Operating Expense	194,841	269,887	792,114	647,489	739,309	(52,805)	-7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	194,841	269,887	792,114	647,489	739,309	(52,805)	-7%
Revenues Less Expenses	391,460	442,497	(449,006)	(288,771)	(235,815)		

Notes:
None.



County Clerk

Records Management

Purpose Statement

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

Performance Narrative Statement

Records Management proposed a \$723,896 budget to provide custodial storage, preservation, and archiving of County records to insure compliance with Oregon State rules and laws. The resources serve departments and the public concerning County records. The Passport Services program is to provide complete passport application services to the public so they can request a US Passport from the US Department of State.

Key Performance Measures

		FY 20-21 Actuals	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Projected	FY 23-24 Target
	Result	% Permanent, hardcopy documents stored in Records Management will be converted to archival film (target 100% by 2023)		100%	100%	100%
	Result	% Department Records Requests delivered within one business day		100%	100%	100%
	Result	% Records destruction lists signed and returned within 30 calendar days of issuance (target 50% by 2023)		50%	50%	50%

Shared Services Y/N

Grant Funding Y/N

Explain all "Yes" boxes below

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

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

Explanation Oregon State Rules and Laws require that any records with a retention of over 99 years be converted to archival microfilm per ORS Chapter 166.



130106-Records Management
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	170,977	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	5,812	1,900	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	443,109	518,591	829,970	710,830	704,829	(125,141)	-15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	448,920	520,491	829,970	710,830	704,829	(125,141)	-15%
Total Revenue	619,898	520,491	829,970	710,830	704,829	(125,141)	-15%
Personnel Services	364,372	407,082	571,341	571,344	625,359	54,018	9%
Materials and Services	239,710	248,076	266,710	274,629	98,537	(168,173)	-63%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	604,083	655,158	838,051	845,973	723,896	(114,155)	-14%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	604,083	655,158	838,051	845,973	723,896	(114,155)	-14%
Revenues Less Expenses	15,815	(134,667)	(8,081)	(135,143)	(19,067)		

Notes:
 Do to the increased demand for passports we have now increased our appointment schedule to up to 40 passports per day. This has made a welcome increase to Records Managements revenue.



Justice Court

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
Criminal Division	<p>The court created a Not Guilty Plea and Request for Trial form available on the court website that allows the public to enter a not guilty plea in a violation case using secure email. Traditionally, a personal appearance in court or a plea mailed to the court using the US Postal Service is required to enter a not guilty plea. The new online form increases access to justice as it provides a third option for entering a not guilty plea that is often more convenient for the public.</p>
	<p>The court completed a job classification review and implemented a classification series for Justice Court positions that more accurately describes the current work of staff, Justice Court Clerk 1 and Justice Court Clerk 2.</p>
Civil Division	<p>The court created small claims instructions and court forms that are available on the court website making the forms accessible to the public. The forms can be auto-filled online, printed and filed with the court.</p>
	<p>The court created landlord tenant eviction court forms that are available on the court website making the forms accessible to the public. The forms can be auto-filled online, printed and filed with the court.</p>

Performance Clackamas

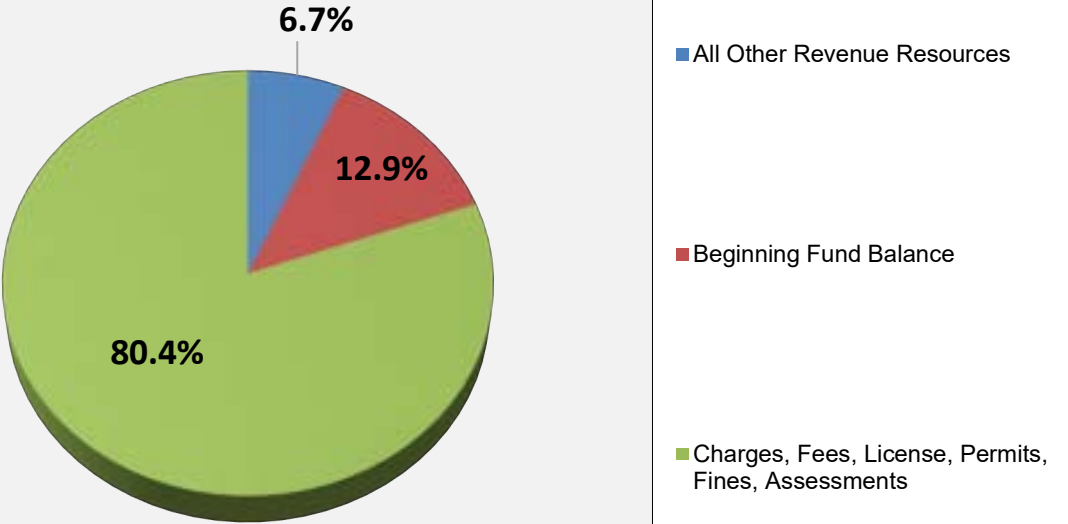
Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Criminal Division	By 2023, 65% of cited persons will be able to enter a plea in person, by telephone, by mail or online in a violation case within 30 days of the first appearance date in order to promote public access to justice.	100%	100%	100%	100%
Civil Division	By 2023, 90% of professionals will have access to the court's secure software in order to electronically file small claims, civil and landlord/tenant cases for efficiency and cost savings to the public	90%	100%	100%	100%
Civil Division	By 2025, 100% of standard small claims, civil and landlord/tenant forms along with annual updates will be accessible in a PDF fillable format on the court's website to improve accuracy, efficiency and convenience to the public through the availability of online forms.	N/A	100%	100%	100%

Program Profiles: FY23-24 Summary

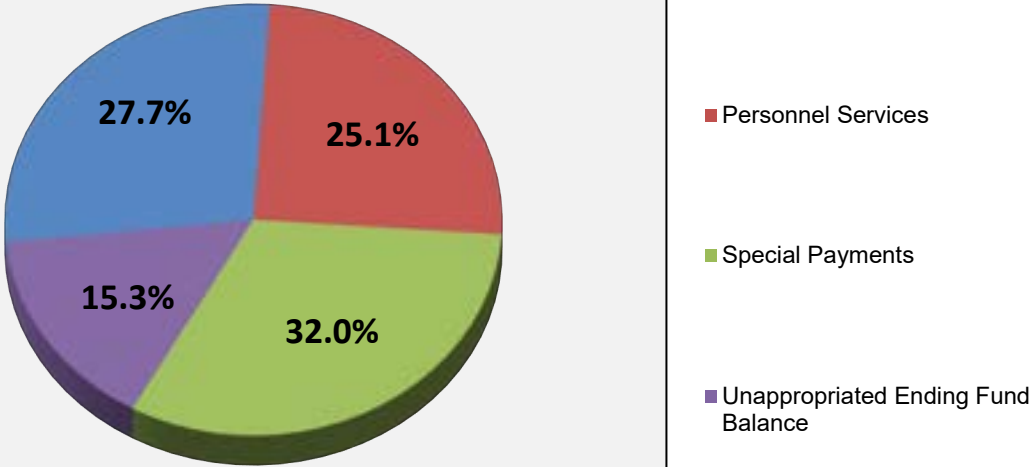
Line of Business	Program Name	BCC Priority	Total Funds	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
Criminal Division	Criminal Division	Ensure Safe, Healthy, and Secure Communities	\$3.5M	0%	44%	N/A	100%	100%
Civil Division	Civil Division		\$160,800	0%	0%	N/A	100%	100%

FY23-24 Revenue and Expenses

Revenues



Expenses





Justice Court (25)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
Justice Court Services	Criminal Division	3,591,859	3,591,859	-	6.5	
Justice Court Services	Civil Division	160,800	160,800	-	0.5	
TOTAL		3,752,659	3,752,659	-	7.0	
		<i>FY22-23 Budget (Amended)</i>	4,658,227	4,658,227	-	7.0
		<i>\$ Increase (Decrease)</i>	-905,568	-905,568	-	0.0
		<i>% Increase (Decrease)</i>	-19.4%	-19.4%	-	0.0%

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

**25-Justice Court / 100-General Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	1,992,060	631,900	1,070,227	685,859	485,859	(584,368)	-55%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	6,857	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	2,686,443	3,017,724	3,138,000	2,950,000	3,016,800	(121,200)	-4%
All Other Revenue Resources	497,021	453,476	450,000	350,000	250,000	(200,000)	-44%
Operating Revenue	3,190,321	3,471,200	3,588,000	3,300,000	3,266,800	(321,200)	-9%
Total Revenue	5,182,381	4,103,100	4,658,227	3,985,859	3,752,659	(905,568)	-19%
Personnel Services	645,471	682,646	864,226	679,224	940,092	75,866	9%
Materials and Services	845,692	823,457	1,078,760	1,045,760	1,039,618	(39,142)	-4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expenditure	1,491,163	1,506,103	1,942,986	1,724,984	1,979,710	36,724	2%
Special Payments	751,268	926,506	1,200,000	1,200,000	1,200,000	-	0%
Total Expense	2,242,431	2,432,609	3,142,986	2,924,984	3,179,710	36,724	1%
Revenues Less Expenses	2,939,950	1,670,491	1,515,241	1,060,875	572,949		

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

**General Fund Departments: Starting in FY20-21, amounts in Revenue Less Expenses will be moved into Non-Departmental at year-end.*

**25-Justice Court / 230-Special Grants Fund
Summary of Revenue and Expense**

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Federal, State, Local, All Other Gifts & Donations	-	9,064	-	-	-	-	-
Operating Revenue	-	9,064	-	-	-	-	-
Total Revenue	-	9,064	-	-	-	-	-
Personnel Services	-	9,064	-	-	-	-	-
Operating Expenditure	-	9,064	-	-	-	-	-
Total Expense	-	9,064	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-		

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

Significant Policy and/or Financial Issues

Description	Impact
<p style="text-align: center;">Criminal Division</p> <p>On December 21, 2022, Governor Brown issued an Order on Remission of Fines. The Order included a list of specific traffic violation conviction cases that required courts statewide to vacate existing money judgments and driver’s license suspensions. As a result, Clackamas County Justice Court closed 913 traffic violation cases with existing money judgments totaling \$397,390.00.</p>	<p>Decrease in Revenue \$397,390.00.</p>
<p style="text-align: center;">Civil Division</p> <p>By October 2022, the court worked through the backlog of eviction cases mandated by Oregon law that required delaying non-payment of rent cases for several months.</p> <p>Effective March 29, 2023, the court implemented a 2023 Oregon eviction law that changes eviction processes and court forms, delays court appearance and trial dates in non-payment cases, mandates additional notices mailed to tenants by the court, mandates the court seal eviction records, requires additional court findings in default and dismissal cases based on the facts in individual cases.</p>	<p>Additional staff and court time will be used to review and schedule eviction cases, prepare and mail notices to tenants and seal eviction records.</p>



Justice Court (25)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 General Fund (100)	FY 23-24 ARPA Fund (230)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Justice Court Services	Criminal Division	3,591,859	-	3,591,859	-	6.5
Justice Court Services	Civil Division	160,800	-	160,800	-	0.5
TOTAL		3,752,659	-	3,752,659	-	7.0
<i>FY22-23 Budget (Amended)</i>		4,658,227	-	4,658,227	-	7.0
<i>\$ Increase (Decrease)</i>		-905,568	-	-905,568	-	0.0
<i>% Increase (Decrease)</i>		-19.4%	-	-19.4%	-	0.0%

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



Justice Court
Criminal Division

Performance Narrative Statement

The purpose of the Criminal Division program is to provide access to judicial services by offering multiple options for the resolution of a violation so the public can comply with Oregon law.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Projected Performance	FY 22-23 Target
Result	65% of cited persons will be able to enter a plea in person, by telephone, by mail or online within 30 days of the first appearance date in order to promote public access to justice.	N/A	N/A	100%	100%	100%

Program includes:

Mandated Services Y/N N

Shared Services Y/N N

Grant Funding Y/N 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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	1,992,060	631,900	1,070,227	685,859	485,859	(584,368)	-55%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	6,857	9,064	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	2,686,443	2,949,091	3,043,000	2,775,000	2,856,000	(187,000)	-6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	497,021	453,476	450,000	350,000	250,000	(200,000)	-44%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,190,321	3,411,630	3,493,000	3,125,000	3,106,000	(387,000)	-11%
Total Revenue	5,182,381	4,043,530	4,563,227	3,810,859	3,591,859	(971,368)	-21%
Personnel Services	645,471	681,298	799,588	623,264	885,136	85,548	11%
Materials and Services	845,692	821,906	1,078,760	1,045,760	1,039,618	(39,142)	-4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,491,163	1,503,204	1,878,348	1,669,024	1,924,753	46,405	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	751,268	926,506	1,200,000	1,200,000	1,200,000	-	0%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	1,484,879	-	467,106	(1,017,773)	-69%
Total Expense	2,242,431	2,429,710	4,563,227	2,869,024	3,591,859	(971,368)	-21%
Revenues Less Expenses	2,939,950	1,613,821	-	941,835	-		

Notes:
None.



Performance Narrative Statement

The purpose of the Civil Division program is to provide access to judicial services for the resolution of small claims, civil and landlord/tenant cases by the public at a reasonable cost.

Key Performance Measures

		FY19-20 Actual	FY20-21 Actual	FY21-22 Actual	FY22-23 Projected Performance	FY22-23 Target	FY 23-23 Target
Result	100% of standard small claims, civil and landlord/tenant forms along with annual updates will be accessible in a PDF fillable format on the court's website to improve accuracy, efficiency and convenience to the public through the availability of online forms.	N/A	N/A	100%	100%	100%	100%
Result	90% of professionals will have access to the court's secure software in order to electronically file small claims, civil and landlord/tenant cases for efficiency and cost savings to the public.	N/A	N/A	90%	100%	100%	100%

Program includes:

Mandated Services Y/N N

Shared Services Y/N N

Grant Funding Y/N 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



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	68,634	95,000	175,000	160,800	65,800	69%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	68,634	95,000	175,000	160,800	65,800	69%
Total Revenue	-	68,634	95,000	175,000	160,800	65,800	69%
Personnel Services	-	10,412	64,638	55,960	54,956	(9,682)	-15%
Materials and Services	-	1,551	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	11,963	64,638	55,960	54,956	(9,682)	-15%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	30,362	-	105,844	75,482	249%
Total Expense	-	11,963	95,000	55,960	160,800	65,800	69%
Revenues Less Expenses	-	56,670	-	119,040	-		

Notes:
None.



LAW LIBRARY

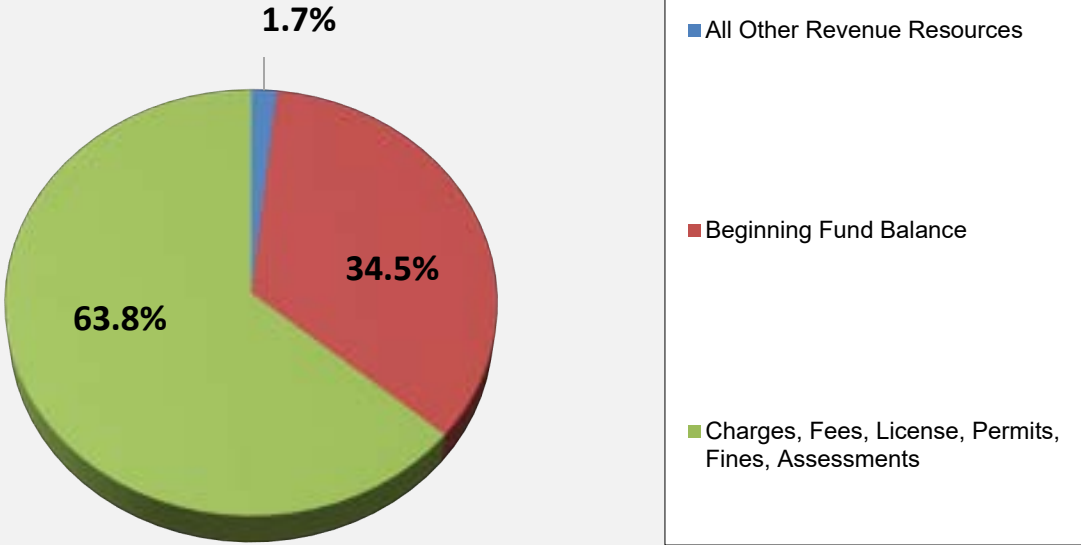
FY23-24 BUDGET PRESENTATION

FY22-23 Major Accomplishments

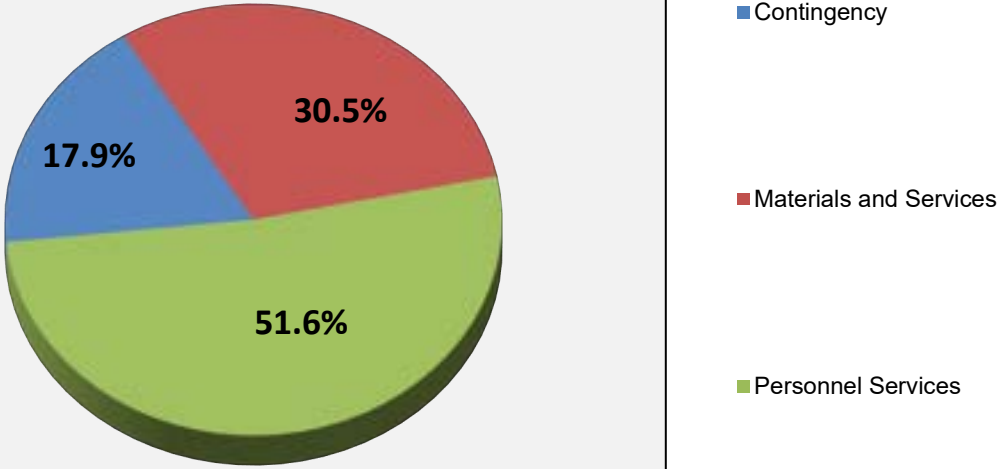
AREA	DESCRIPTION
Pro Bono Programming	Presented in person and virtual Expungement and Lawyer in the Law Library clinics.
Collection Development	Began restoration and expansion of physical and electronic resources and materials.
Co-location	Participated in planning future Law Library space in new courthouse.
Equal Access to Justice	Provided legal research, information, resources and assistance services to the legal community and general public.
Funding	Received and allocated a state library grant to support programming and services to help decrease the justice gap.

FY23-24 Revenue and Expenses

Revenues



Expenses





Law Library (27)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 Law Library Fund (211)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE	
Law Library Administration	Law Library Services	558,549	558,549	-	2.3	
TOTAL		558,549	558,549	-	2.3	
		<i>FY 22-23 Budget (Amended)</i>	482,223	482,223	-	2.4
		<i>\$ Increase (Decrease)</i>	76,326	76,326	-	(0.2)
		<i>% Increase (Decrease)</i>	15.8%	15.8%	-	-7.4%

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

27-Law Library / 211-Law Library Fund

Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	307,561	176,632	124,350	268,541	192,543	68,193	55%
Federal, State, Local, All Other Gifts & Donations	4,805	83,001	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	240,357	347,059	355,386	355,386	356,386	1,000	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	3,163	1,767	2,487	2,618	9,620	7,133	287%
Operating Revenue	248,325	431,827	357,873	358,004	366,006	8,133	2%
Total Revenue	555,886	608,459	482,223	626,545	558,549	76,326	16%
Personnel Services	240,954	206,492	309,816	289,816	287,987	(21,829)	-7%
Materials and Services	138,300	133,427	145,055	144,186	170,561	25,506	18%
Operating Expenditure	379,254	339,919	454,871	434,002	458,549	3,678	1%
Contingency	-	-	27,352	-	100,000	72,648	266%
Total Expense	379,254	339,919	482,223	434,002	558,549	76,326	16%
Revenues Less Expenses	176,632	268,541	-	192,543	-		

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



Law Library (27)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY 23-24 Law Library Fund (211)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 Total FTE
Law Library Administration	Law Library Services	558,549	558,549	-	2.3
TOTAL		558,549	558,549	-	2.3
<i>FY 22-23 Budget (Amended)</i>		482,223	482,223	-	2.4
<i>\$ Increase (Decrease)</i>		76,326	76,326	-	(0.2)
<i>% Increase (Decrease)</i>		15.8%	15.8%	-	-7.4%

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



Law Library Line of Business

Law Library Program

Purpose Statement

The Law Library program will support the department's work of providing legal research, information and assistance to everyone with a staff of 1 FTE, 1 PTE and 1 on-call position. We aim to continue maintaining all existing collection and service levels. The collection includes a carefully balanced selection of both print and electronic materials. Law Library services include, but are not limited to, both legal community and general public legal assistance, as well as legal assistance outreach. The Law Library will continue to serve the advanced legal reference, resource and referral assistance needs of the community beyond what is offered by other entities and institutions.

Performance Narrative

Key Performance Measures

Measure	FY20-21 Actual	FY21-22 Actual	FY22-23 Target	FY 22-23 Actuals as of 12/31/22	FY23-24 Target

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation Law Library does not have any Performance Measures in place at this time.



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	307,561	176,632	124,350	268,541	192,543	68,193	55%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	4,805	83,001	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	240,357	347,059	355,386	355,386	356,386	1,000	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	3,163	1,767	2,487	2,618	9,620	7,133	287%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	248,325	431,827	357,873	358,004	366,006	8,133	2%
Total Revenue	555,886	608,459	482,223	626,545	558,549	76,326	16%
Personnel Services	240,954	206,492	309,816	289,816	287,987	(21,829)	-7%
Materials and Services	138,300	133,427	145,055	144,186	170,561	25,506	18%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	379,254	339,919	454,871	434,002	458,549	3,678	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	27,352	-	100,000	72,648	266%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	379,254	339,919	482,223	434,002	558,549	76,326	16%
Revenues Less Expenses	176,632	268,541	-	192,543	-		

Notes:



Tourism

FY23-24 BUDGET PRESENTATION



FY22-23 Major Accomplishments

AREA	DESCRIPTION
Leadership & Administration	Supported new research and invested in data to better understand and monitor current visitor trends in Clackamas County. This research informs community initiatives and program tactics .
	Department received DMAWest Best Idea Award for interagency collaborative work with Forest Service, ODOT, County Parks and others to provide visitor information during the reopening of Hwy 224. Oregon Destination Association recognized Tourism’s innovative and responsive approach to co-op marketing with businesses as a Great Idea for 2023.
Development & Community Relations	Launched strategic investment program to award funds to partner projects. Awards will be made in June.
	Expanded camping opportunities near Estacada by partnering with the National Forest Foundation to re-open a campground and trail closed by the Riverside Fire in 2020. also worked with Clackamas County Parks to increase camping at Metzler Park
Marketing & Communications	Responded to business and community needs by expanding co-op marketing support for businesses, partnered with Business Recover Centers shop & dine initiatives, secured coverage prior to the Arch Bridge Celebration, highlighted eateries along HWY 26, Heritage Pass promotions and other targeted collaborations.
	Began partnership with Datafy for data driven campaigns developing campaigns to reach audiences with destination priority messages.
Regional Cooperative Tourism Program	Promoted the Mt. Hood & Columbia River Gorge to the spectators and athletes at the World Athletics Championships in Eugene.to build awareness and drive visits.
	Together with Development & Community Relations program provided scholarships for two dozen operators to participate in education and networking opportunities.

Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Tourism	Annual Transient Room Tax collections for the County	\$5.37 M	\$4.7M	\$5.67M	\$5.21M
	Annual visitor spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported on calendar year)	***	\$549M	\$575M	\$575M

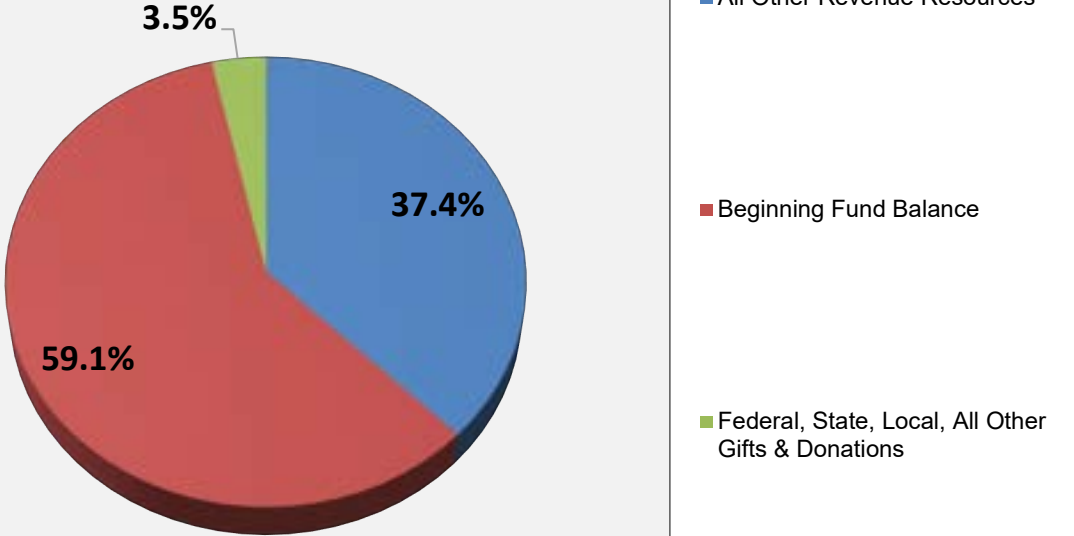
***County specific figures released in June of each year. Projected performance is based on statewide numbers available in April.

Program Profiles: FY23-24 Summary

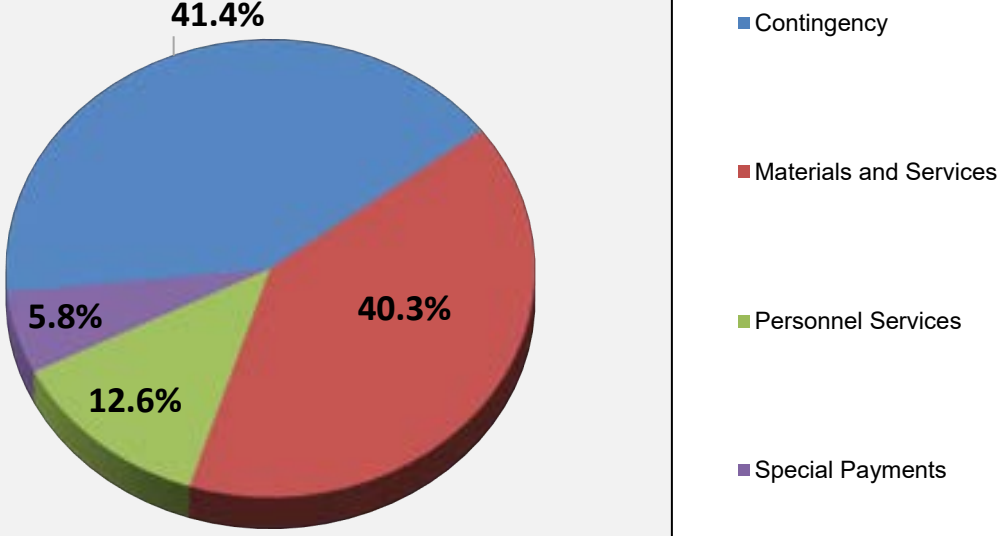
Line of Business	Program Name	BCC Priority	Total Funds	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
120201	Leadership & Administration	Grow a Vibrant Economy	\$8.1M	0%	62%	County Ordinance	100%	100% Exceed/meet 100% Improved
120202	Development & Community Relations	Grow a Vibrant Economy	\$1.5M	0%	0%	County Ordinance	100%	100% Exceed/meet 100% Improved
120204	Marketing & Communications	Grow a Vibrant Economy	\$2.1M	0%	0%	County Ordinance	100%	100% Exceed/meet 100% Improved
120203	Regional Cooperative Tourism Program	Grow a Vibrant Economy	\$0.4M	0%	0%	None	100%	100% Meet

FY23-24 Revenue and Expenses

Revenues



Expenses



12-County Administration / 255-Transient Lodging Tax Fund
Summary of Revenue and Expense

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year-End	FY23-24 Budget	\$ Change from Prior Year Budget	% Change from Prior Year Budget
Beginning Fund Balance	729,354	3,181,798	7,691,007	6,376,481	7,126,829	(564,178)	-7%
Federal, State, Local, All Other Gifts & Donations	377,711	471,150	319,731	319,731	424,000	104,269	33%
All Other Revenue Resources	3,039,485	4,814,107	4,064,195	5,008,591	4,510,731	446,536	11%
Other Interfund Transfers	961,809	-	-	-	-	-	-
Operating Revenue	4,379,005	5,285,257	4,383,926	5,342,822	4,934,731	550,805	13%
Total Revenue	5,108,360	8,467,055	12,074,933	11,719,303	12,061,560	(13,373)	0%
Personnel Services	461,541	990,589	1,421,292	1,421,293	1,516,984	95,692	7%
Materials and Services	479,851	1,099,986	5,767,129	2,756,597	4,856,835	(910,294)	-16%
Operating Expenditure	941,392	2,090,575	7,188,421	4,177,890	6,373,818	(814,603)	-11%
Special Payments	255,815	-	525,000	525,000	700,000	175,000	33%
Transfers	729,354	-	-	-	-	-	-
Contingency	-	-	4,361,512	-	4,987,742	626,230	14%
Total Expense	1,926,561	2,090,575	12,074,933	4,702,890	12,061,560	(13,373)	0%
Revenues Less Expenses	3,181,798	6,376,481	-	7,016,413	-		

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



County Administration - Tourism (12)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program</i>	FY 23-24 Transient Lodging Tax Fund (255)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 FTE	
Tourism & Cultural Affairs Service	Leadership & Administration	8,079,633	8,079,633	-	3.3	
Tourism & Cultural Affairs Service	Destination Development & Community Relations	1,466,538	1,466,538	-	2.0	
Tourism & Cultural Affairs Service	Region Cooperative Tourism Program	424,000	424,000	-	0.8	
Tourism & Cultural Affairs Service	Marketing & Communication	2,091,389	2,091,389	-	3.7	
TOTAL		12,061,560	12,061,560	-	9.7	
		<i>FY 22-23 Budget (Amended)</i>	12,074,933	12,074,933	-	9.7
		<i>\$ Increase (Decrease)</i>	-13,373	-13,373	-	0.0
		<i>% Increase (Decrease)</i>	-0.1%	-0.1%	-	0.0%

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

Significant Policy and/or Financial Issues

Description	Impact
<p>Transient Room Tax revenue exceeded pre-pandemic levels in FY22-23 driven by pent up demand for leisure travel.</p>	<p>High demand is a residual impact from the pandemic. With more destinations, including international, available to travelers, inflation and other economic factors FY23-24 projections are lower than current year performance.</p>
<p>Beginning fund balance includes accumulated carryover from revenue exceeding forecast in the last two fiscal years.</p>	<p>Carryover will be spent in FY23-24 with program capacity and demand returning after the pandemic.</p>
<p>Professional services in FY22-23 incorrectly included lost revenue funds. This is corrected in the FY23-24 budget.</p>	<p>Materials and Services budget for FY23-24 shows a decrease of 16%. This change is a budget documentation change and does not impact programming.</p>
<p>Maintains a contingency equal to one year of revenue.</p>	<p>With this level of contingency each fiscal year budget is spending prior year collections instead of forecasted revenue. With a single revenue source, this provides the program greater stability and the ability to adjust to revenue fluctuations.</p>
<p>Budget was approved by the Tourism Development Council.</p>	<p>Budget supports Tourism Development Council priorities informed by industry trends, data and stakeholder feedback.</p>



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CLACKAMAS
C O U N T Y



County Administration - Tourism (12)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program</i>	FY 23-24 Transient Lodging Tax Fund (255)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 FTE
Tourism & Cultural Affairs Services	Leadership & Administration	8,079,633	8,079,633	-	3.3
Tourism & Cultural Affairs Services	Destination Development & Community Relations	1,466,538	1,466,538	-	2.0
Tourism & Cultural Affairs Services	Region Cooperative Tourism Program	424,000	424,000	-	0.8
Tourism & Cultural Affairs Services	Marketing & Communication	2,091,389	2,091,389	-	3.7
TOTAL		12,061,560	12,061,560	-	9.7
		<i>FY 22-23 Budget (Amended)</i>	12,074,933	-	9.7
		<i>\$ Increase (Decrease)</i>	-13,373	-	0.0
		<i>% Increase (Decrease)</i>	-0.1%	-	0.0%

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

Leadership & Administration



Purpose Statement

The purpose of Leadership & Administration Program is to provide sustainable countywide tourism services so stakeholders experience economic benefit from the optimized application of the County Transient Room Tax (TRT). Leadership & Administration supports the Tourism Development Council (TDC) and ensures program alignment with the Tourism Master Plan along with identified strategic priorities and outcomes of the TDC.

Guiding Principles

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

Strategic Outcomes FY23-24

1. Support tourism industry and asset recovery while responding to evolving conditions.
2. Enhance the experience and awareness of Mt. Hood Territory as a desirable, safe and inclusive destination for visitors and residents.
3. Drive visitors to identified areas as informed by the unique needs of individual tourism assets to optimize positive impacts and mitigate negative impacts.
4. Continue to develop organizational resiliency for effective tourism leadership.

Performance Narrative Statement

The Leadership & Administration budget reflects the TDC's direction to keep a contingency approximately equal to one year of TRT revenue, build an opportunity fund and restore capacity in professional services. Tourism program level budgets include carryover from revenue above projections in prior fiscal years. Tourism's overall measurements of success are based off of industry best practices for performance measurement. Transient Room Tax (TRT) and visitor spending in Clackamas County are the key performance measures to support the County priority to support a vibrant economy.

Key Performance Measures

	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$3.6M	\$5.4M	\$4.7M	\$3.0M	\$5.2M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$450.9M (year 2021)	***	\$549M	***	\$575M
***These figures are unavailable at this time as they are obtained from Dean Runyan in June each year.					

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	729,354	3,181,798	5,984,130	4,712,971	5,893,420	(90,710)	-2%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	377,711	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	14,500	-	-	-
All Other Revenue Resources	3,039,485	4,754,503	2,045,224	2,045,224	2,186,213	140,989	7%
Other Interfund Transfers	961,809	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	4,379,005	4,754,503	2,045,224	2,059,724	2,186,213	140,989	7%
Total Revenue	5,108,360	7,936,302	8,029,354	6,772,695	8,079,633	50,279	1%
Personnel Services	461,541	990,589	472,321	472,321	539,125	66,804	14%
Materials and Services	479,851	309,845	3,195,521	517,371	2,552,766	(642,755)	-20%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	941,392	1,300,434	3,667,842	989,692	3,091,891	(575,951)	-16%
Debt Service	-	-	-	-	-	-	-
Special Payments	255,815	-	-	-	-	-	-
Transfers	729,354	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	4,361,512	-	4,987,742	626,230	14%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,926,561	1,300,434	8,029,354	989,692	8,079,633	50,279	1%
Revenues Less Expenses	3,181,798	6,635,868	-	5,783,004	-		

Notes:
 Transient Room Tax revenue continues to grow. Aligning with TDC priorities to be resilient and nimble. Contingency is approximately one year of TRT revenue so spending is based on collected TRT instead of anticipated revenues. Additional revenue was added to the opportunity fund to nimbly respond to unforeseen opportunities without taking away from other programs.



Destination Development & Community Relations

Purpose Statement

The Destination Development & Community Relations program is responsible for strategies that develop and enhance tourism attractions, facilities and products through engagement and collaborations that contribute to economic development and local vitality.

Performance Narrative

The Destination Development & Community Relations budget is increased from last fiscal year to include an expanded strategic investment program. This budget includes product development, direct investments in community efforts, staff outreach to partners, convening of stakeholders, support for collaborative projects, trainings, visitor information services, trade and consumer show representation. Development monitors the number and diversity of partners engaged with Tourism program offerings, direct investment, and community involvement helping to achieve strategic outcomes through partnerships and contributes to Tourism's overall measurements of success in Transient Room Tax (TRT) collections and annual visitor spending to support the County's

Key Performance Measures

	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$3.6M	\$5.4M	\$4.7M	\$3.0M	\$5.2M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$450.9M (year 2021)	***	\$549M	***	\$575M
***These figures are unavailable at this time as they are obtained from Dean Runyan in June each year.					

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



120202-Destination Development & Community Relations

BCC Priority Alignment: Vibrant Economy

Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	563,008	493,007	620,221	57,213	10%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	699,464	1,186,538	846,317	146,853	21%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	699,464	1,186,538	846,317	146,853	21%
Total Revenue	-	-	1,262,472	1,679,545	1,466,538	204,066	16%
Personnel Services	-	-	273,872	273,873	284,988	11,116	4%
Materials and Services	-	49,695	463,600	260,451	481,550	17,950	4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	49,695	737,472	534,324	766,538	29,066	4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	525,000	525,000	700,000	175,000	33%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	49,695	1,262,472	1,059,324	1,466,538	204,066	16%
Revenues Less Expenses	-	(49,695)	-	620,221	-		

Notes:
No significant change.



Region Cooperative Tourism Program

Purpose Statement

The purpose of the Regional Cooperative Tourism Program is to provide regional marketing, public relations, global sales, destination development, and partnership services and opportunities to local stakeholders in each region so they can optimize the benefits of these programs in their operations. Tourism leads the Mt. Hood & Columbia River Gorge Region as the Regional Destination Management Organization (RDMO) and collaborates with the designated RDMO in the Portland and Willamette Valley regions.

Performance Narrative Statement

The Regional Cooperative Tourism Program's budgeted new revenue increased this year due to a change in Travel Oregon's base distribution for regions. Tourism receives a portion of state transient lodging tax 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. This increase in revenue covers higher cost of administering the program. The program delivers destination management leadership to regional stakeholders and supports the County's vibrant economy priority by leveraging regional collaborations.

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 20-21 Actuals	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Quarterly reviews with Travel Oregon program staff	4	4	4	2	4
Annual reports to be completed by the RDMO	1	1	1		1
Biennial regional stakeholder feedback via Travel Oregon's Industry Survey	0	0	1	0	0

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



120203-Region Cooperative Tourism Program
 BCC Priority Alignment: Vibrant Economy
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	115,191	141,825	-	(115,191)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	471,150	319,731	319,731	424,000	104,269	33%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	49,783	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	520,933	319,731	319,731	424,000	104,269	33%
Total Revenue	-	520,933	434,922	461,556	424,000	(10,922)	-3%
Personnel Services	-	-	105,414	105,414	117,881	12,467	12%
Materials and Services	-	379,107	329,508	356,142	306,119	(23,389)	-7%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	379,107	434,922	461,556	424,000	(10,922)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	379,107	434,922	461,556	424,000	(10,922)	-3%

Revenues Less Expenses - 141,825 - - -

Notes:
 No significant change in this program.

Marketing & Communication



Purpose Statement

The Marketing & Communication program is responsible for strategies that deepen awareness of the destination and critical messages that support a sustainable destination through advertising, promotions, public relations, sales materials and trip planning tools that facilitate a positive visitor experience that benefits the community.

Performance Narrative Statement

The Marketing & Communication budget is a continuation of service levels from last fiscal year. This budget allows for owned and earned messaging strategies that include staff and contracted expertise and support. Marketing monitors and measures performance for individual campaigns, channels and public relations for effectiveness in achieving strategic outcomes and contributes to Tourism's overall measurements of success in Transient Room Tax (TRT) collections and annual visitor spending to support the County's vibrant economy priority.

Key Performance Measures

	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$3.6M	\$5.4M	\$4.7M	\$3.0M	\$5.2M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$450.9M (year 2021)	***	\$549M	***	\$575M
***These figures are unavailable at this time as they are obtained from Dean Runyan in June each year.					

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



120204-Marketing & Communication
 BCC Priority Alignment: Vibrant Economy
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	1,028,678	1,028,678	613,188	(415,490)	-40%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	9,821	1,319,507	1,776,829	1,478,201	158,694	12%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	9,821	1,319,507	1,776,829	1,478,201	158,694	12%
Total Revenue	-	9,821	2,348,185	2,805,507	2,091,389	(256,796)	-11%
Personnel Services	-	-	569,685	569,685	574,989	5,304	1%
Materials and Services	-	361,338	1,778,500	1,622,633	1,516,400	(262,100)	-15%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	361,338	2,348,185	2,192,318	2,091,389	(256,796)	-11%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	361,338	2,348,185	2,192,318	2,091,389	(256,796)	-11%
Revenues Less Expenses	-	(351,517)	-	613,188	-		

Notes:
 FY 23/24 budget reflects a decrease in expenses because FY22/23 included significant carryover from FY21/22.



CLACKAMAS COUNTY, OREGON

DRAFT ASSESSMENT & RECOMMENDATIONS: COST ALLOCATION PLAN REVIEW REPORT

August 19, 2022

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Executive Summary

General Recommendations

- Simplify the Cost Plan and establish consistency across the County with all cost plan matters
- Prepare both a 2 CFR compliant cost plan based on actual expenditures, and a Full Cost Allocation plan based on budgeted expenditures
- Establish narratives for all costs and methodologies used in the cost plan to satisfy 2 CFR requirements and meet the County's goal of transparency
- Establish a timeline for preparation of the cost plan that both adheres to federal/state deadlines as well as being assimilated into the County's annual budget process
- Utilize the carry-forward calculation method to true up the rates between the two-year lags as required in a 2 CFR compliant cost plan
- Standardize a County-wide calculation for hourly rates used in the Cost Plan or chargebacks
- Prepare cost plans on an annual basis
- Consider a phased-in approach if necessary
- Implement a County policy towards utilization and adherence to the Cost Plan and a 2 CFR compliant plan for federal/state reimbursements.

Summary of Recommendations by Department

Finance Department

- Recommend allocating Executive Leadership and Administration and the Financial Systems Support divisions to the divisions they support based on FTE's
- Allocate Accounts Receivable and Accounts Payable programs separately, based on applicable transaction counts
- Allocate Budget program by operating budget dollar value rather than number of accounting lines
- Allocate Grants and General Ledger programs based on a 50%/50% split between number of grants and number of associated grant related journal entries, while also considering subrecipient transactions
- Procurement should be allocated based on both number and dollar value of purchase orders/contracts

Human Resources

- Allocate Administration based on relative FTE's
- Allocate Employee and Labor Relations based on the case counts logged by the programs
- Allocate Classification and Compensation program on the number of requests received by program

- Allocate Recruitment and Selections program on the current year number of job recruitment requests by program

Public and Government Affairs

- This be allocated utilizing three separate functions and allocation statistics: Countywide function allocated based on FTE's; Department Specific function allocated based on actual time spent; external function would not be allocated.
- Lobbying and other services provided to citizens are unallowable

Technology Services

- Administration to be allocated based on FTE's of divisions supported
- Business Systems/Countywide Applications/Geographic Information division should be allocated based on FTE's to actual departments/programs receiving services; this includes calculating allocations to General Fund programs.
- Develop an hourly rate that is calculated consistently with all other hourly rates in the County
- Clackamas Broadband eXchange is partially funded by ARPA- reimbursements from ARPA may not be allocated for the 2 CFR Plan.

County Administration

- Allocate Office of County Administrator based 50% on FTE's and 50% on Operating Expenditures
- Equity, Diversity, and Inclusion should be allocated based on FTE's, as it benefits all departments county-wide
- Office of the County Commissioners has not previously been allocated. The recommendation is using 50% FTE's and 50% Operating Expenses as allocation methods in the Full Cost Plan for their support to other departments

County Clerk

- Any service or activity performed on behalf of the public should not be allocated
- Allocate the Records Management program based on FTE's, for the internal support time spent
- Implement a policy to centralize the scanning and microfilming processes in the Clerk's office

County Counsel

- The Office of County Counsel Administration should be allocated on FTE's of divisions supported
- Develop an hourly rate that is calculated consistently with all other hourly rates in the County
- Recommend allocation based 50% on operating budget and 50% on hours by department

Treasurer

- Clackamas could allocate most of the cost from this department Elected officials and general government are not allowable, but managing property tax collections, audit activity and cash/bank/investments are all general central support functions that could be allocated to the rest of the county.

Facilities

- Allocate Administration based on FTE’s of divisions supported
- Construction and Utilities division’s allocation should be directly billed
- Building Maintenance based on the square footage

Depreciation and Debt Service

- Add Equipment Depreciation to Central Service departments
- Allocate Building Depreciation on square footage
- Allocate Debt Service on square footage, excluding principal

Estimated Allocation Increases

- Estimated increases in allocations to Specific departments (H3S, Transportation, WES, HACC, NCPRD, CCDAG, CCSD5, LEDIS) due to the increase in allocated costs between 2018 actual expenditures and 2023 budgeted expenditures are presented in the table below.

Departments	FY18 Actual Exp's	BY23 Budgeted Exp's	Increase in Allocations to Specific Dept's
Finance	\$4,419,546	\$8,493,517	\$1,252,293
Human Resources	\$3,516,608	\$5,213,903	\$470,990
Public and Government Affairs	\$1,197,780	\$3,399,511	\$594,556
County Clerk	\$383,080	\$2,734,265	\$276,621
County Administration (excl. BOCC)	\$1,040,412	\$6,535,114	\$1,363,847
Board of County Commissioners	\$0	\$958,590	\$237,933
Building Depreciation	\$514,248	\$530,468	-\$29,619
Equipment Depreciation	\$0	\$0	\$0
County Counsel (FY19 Actuals)	\$1,336,975	\$1,617,948	\$28,097
Facilities (FY19 Actuals)	\$11,314,906	\$17,726,651	\$641,175
Information Technology (FY19 Actuals)	\$17,039,763	\$19,175,083	\$213,532
			\$5,049,425

Introduction

At the request of Clackamas County (County), MGT Consulting, LLC (MGT) has completed a review of the cost allocation and charging practices of the County's internal services. The review included an evaluation of the methodologies, data, calculations, and processes utilized to determine the costs that were included in the FY 17-18 allocation basis waterfall, which lists each account, the service, and the allocation basis. The objective of the review was to determine the appropriateness of current costs, methodologies, and processes; and where appropriate, to provide recommendations for revisions and/or improvements that would enhance the accuracy of those costs and to comply with Generally Accepted Accounting Principles (GAAP) and Federal cost principles and procedures outlined in the Code of Federal Regulations (CFR) Part 200. This report provides a brief description of cost principles and requirements that should be followed in the development of the costs charged for services provided by the Internal Programs and Service Divisions and recommendations of best practices for each allocation basis.

INDIRECT COST RECOVERY PRINCIPLES AND PROCEDURES

Currently the County recovers partial administrative and support costs (indirect costs) from the Funds, Departments, Lines of Business and Programs that are receiving support. To ensure recovery of indirect costs, the Finance Department annually prepares a Countywide Central Services Cost Allocation Plan (CAP) and an allocation of costs for the Internal Services Programs. The CAP and the allocation of costs for the Internal Services are prepared in accordance with generally accepted accounting principles (GAAP) but ultimately in accordance with Federal cost principles and procedures outlined in the Code of Federal Regulations (CFR) Part 200. The compliance of a plan according to CFR Part 200 CAP is based on Federal cost principles that are required to enable the recovery of indirect costs from state and federally funded programs.

In the MGT Recommendations section of this report, a budget-based Full Cost Allocation is recommended. A budget-based allocation is not 2 CFR 200 compliant for recovering costs from federal/state grants but can be implemented to recover costs from non-federal/state funded programs.

GAAP PRINCIPLES

The cost allocation and charges are prepared in accordance with GAAP standards, recognized and promulgated by the Governmental Accounting Standards Board. In preparing the allocations, Financial Management adheres to the following basic GAAP principles related to the allocation of indirect costs:

- Allocated costs are necessary and reasonable and have been incurred per County policies.
- Each program is only allocated costs for services utilized.
- Allocations are reasonably allocated to capture relative benefit received.
- Costs are only applied and recovered one time.

FEDERAL PRINCIPLES

The Internal Programs and Central Service Cost Allocation Plan (CAP) are prepared in accordance with applicable Federal cost principles and procedures presented in 2 CFR Part 200, previously presented in Part 225, Cost Principles for State, Local and Indian Tribal Governments (U.S. Office of Management and Budget [OMB] Circular A-87). For years, these principles were referred to as the “OMB Circular A-87”. The costs allocated by the Internal and Central Service programs must comply with federal cost principles and procedures in recognition of 2 CFR Part 200 requirements to be supported by County’s financial statement audit perspective. The County identifies and allocates indirect costs in accordance with the following general criteria:

- Costs are necessary and reasonable for proper and efficient performance and administration of federal awards.
- Costs are allocable to federal awards under the provisions of the Circular. Costs have been allocated to a cost objective only if the goods or services involved are chargeable or assignable to such cost objective in accordance with relative benefits received.
- Costs are authorized or not prohibited under state or local laws or regulations.
- Costs conform to any limitations or exclusions outlined in 2 CFR Part 200 principles, federal laws, terms and conditions of the federal award, or other governing regulations as to types or amounts of cost items.
- Costs are afforded consistent treatment. A cost has not been assigned to a federal award as a direct cost if any other cost incurred for the same purpose in like circumstances has been allocated to the federal award as an indirect cost.
- Except as otherwise provided for in 2 CFR Part 200, costs have been determined in accordance with generally accepted accounting principles.
- Costs have not been included as a cost or used to meet cost sharing or matching requirements of any other federal award in either the current or a prior period, except as specifically provided by federal law or regulation.
- Costs are net of all applicable credits.
- Costs are adequately documented.

SCOPE OF WORK & METHODOLOGY

MGT worked with the County staff at the beginning and during the project to determine what the scope of the evaluation of central service departments for County would be and how the results of this study would be used. MGT met with and reviewed the following central service departments:

1. County Administration
2. County Clerk
3. County Counsel
4. Finance
5. Human Resources
6. Public & Government Affairs (PGA)
7. Facilities (internal service fund)
8. Technology Services
9. Non-Departmental & Depreciation (if not in each department’s expenses)

The following is a list of tasks that were performed during the project and a review of the charging practices of the central departments as follows:

- Met with County staff to establish a timeline of the project and expectations.
- Reviewed the structure of County as an organization and the chart of accounts.
- Reviewed the prior allocation waterfall and discussed cost distribution procedures.
- Discussed the history of charging methods and any findings or major changes to the allocations in previous years.
- Determined whether the costs are accorded consistent treatment for each service or any extraordinary circumstances where costs need to be adjusted.
- Identified any areas where costs are direct billed and determined whether they will be billed going forward.
- Identified any areas of concern for County staff or departments receiving allocations that would need a closer look.
- Developed a report for County, identifying areas of concern, best practices and recommendations for allocation bases for each service.

DRAFT

GENERAL MGT RECOMMENDATIONS

Feedback received from County Administration/leadership characterized the Cost Allocation Plan as confusing and expensive to receiving departments. Departments think they are paying duplicate charges, and don't always understand how the charges are calculated. Confusion exists around direct internal service fund charges compared to and in combination with allocations. In addition, some of the central service providers have noted that departments will obtain services elsewhere to avoid charges from the cost plan (shadow IT systems, shadow document storage and other cost avoidance behaviors).

Feedback from the central service departments has included concerns over allocation revenue falling short, while also fearing that future costs increases may be poorly received or result in changes in behavior. In addition, some expressed a desire to change the allocation methodology to better represent usage. Most all central service departments expressed a desire for more transparency regarding the calculation of the allocated costs.

Overall, it has been noted that most all of the Clackamas County departments have great access to quality, detailed data which is usually one of the major obstacles to overcome when compiling a cost plan. Additional complications, however, are that several service departments are hybrid in nature in that they utilize both direct charge and allocation methodologies. Furthermore, there was also some expressed desires for changes to organizational structures.

County Administration has emphasized the desire to “build public trust through good governance.” The administration has requested a plan that is simple, transparent, and logical. Therefore, one of the goals of this study is to simplify at least one part of the plan by establishing consistency in the development of hourly rates utilized by some of the central service departments. The recommendations set forth from the feedback received via the many departmental meetings will encompass improving the transparency of the plan among all departments and administrators.

The cost allocation process should aid decision making and minimize waste of valuable resources. A proactive policy for departmental participation should simultaneously be adopted as part of the allocation process. “Underground agreements” should be discouraged. A cost plan will provide its users the full cost of providing a program or service. The County can take this information and determine the best way to incorporate it for the betterment of the County as a whole. The knowledge of the true, full cost of a service will allow a County to determine the actual amount of subsidies given, if appropriate and applicable, and to do so transparently and consistently.

DEVELOP A FULL-COST PLAN & COUNTYWIDE APPROACH TO COST RECOVERY

The recommendation for addressing staff concerns and adopting best practices is to have an Internal Service cost allocation plan and rates calculated. The plan and rates should identify all of these costs and allocate them down to the appropriate level of the County organization. This will help in clearly identifying the true/full cost for each service and to ensure sustainability and to help make future decisions on the direction of and ongoing service levels of each central service department allocated in the plan.

INCLUSION OF NARRATIVES AS PART OF THE COST PLAN

Per 2 CFR Part 200 it is required to include narratives with the cost plan. These narratives detail the different types of activities and tasks each of the central service departments perform as well as what types of different activities are included in the statistics on which the allocation methodologies are based. The information contained in these narratives can help educate all readers about all the processes involved in each of the departmental/divisional jobs. It is common for most users of services to not have any knowledge as to all the steps required to complete a task, or to even know all the different services a department performs. These narratives are very effective in communicating clearly what all the services are that are being provided, processes completed and clarifies cost methodologies. Clearly written narratives are an integral part of the transparency needed in every cost plan.

COMPLETION AND COMMUNICATION OF TWO DIFFERENT COST ALLOCATION PLANS

Full Plan, based on budget and 2 CFR Plan for state/federal recovery MGT understands the County's desire to ensure that countywide administrative and support costs incurred on behalf of federal and other restricted-resource programs administered by the County are recovered to the maximum extent possible. The best strategy for accomplishing this goal is to prepare two separate cost allocation plans: A Full Cost CAP that the County for internal allocations and a Federal CAP that can be used to measure indirect cost for federal or state grant awards as defined by 2 CFR Part 200 federal guidelines. The countywide cost allocation will identify, aggregate, and allocate all the countywide administrative costs for full cost recovery from each department and/or funding source that benefit from the services provided based on the FY2020-21 data.

A well-conceived and managed cost allocation process allows counties to maximize both internal and external recoveries, while minimizing audit risk.

Full Cost CAPs allow the County to identify and incorporate most overhead costs, while 2 CFR Part 200 requires a local government agency wishing to recover costs of countywide or agency administration and support services from federally funded programs to annually prepare a federal cost allocation plan. Federal CAP calculations must include documentation on all costs that are billed to or recovered from federally funded programs using an allocation or billing methodology.

Federal approval is required for the CAP if the Schedule of Expenditures of Federal Awards (SEFA) shows direct federal spending of more than \$100M in a fiscal year. This excludes one-time funds such as FEMA, CARES Act, ARPA, etc. The cognizant agency for the County is determined by total federal dollars (direct and pass-thru) spent on the County. For Clackamas County, the Department with the most federal dollars is Health, Housing & Human Services (H3S).

2 CFR Part 200 contains a list of unallowable costs, which cannot be directly or indirectly charged to Federal Grants and Contracts. Some of these costs include advertising, public relations or Advisory Councils, alcoholic beverages, entertainment, fundraising, or lobbying. This list is not inclusive of all unallowable costs.

Federal approval is required for a departmental indirect cost rate (ICRP) ICRP if the SEFA shows direct federal spending of more than \$35M in a fiscal year for the department that the rate is prepared for. Similar to the CAP, the ICRP also excludes one-time funds like CARES Act, etc. A departmental cognizant agency is determined by total federal dollars (direct and pass-thru) spent on the program. If federal approval is not required, pass through agencies (typically state agencies) are supposed to review and approve ICRPs.

The table below in Exhibit 1 describes the objectives, typical uses and considerations associated with both types of cost allocation plans.

<i>Exhibit 1. Comparison of Cost Allocation Methodologies</i>			
PLAN TYPE	OBJECTIVES	TYPICAL USES	CONSIDERATIONS
FULL COST CAP	<ul style="list-style-type: none"> Identify the true costs of administering all county departments, divisions, and programs. Justification for charging the proportional cost for county administration and support to internal sources, or external sources in the case of billing rates and user fees. Typically result in 15% higher returns than 2 CFR Part 200 plans. 	<ul style="list-style-type: none"> Charging non-General Fund funds for administrative and support services. Recovering countywide administrative and support costs in hourly and billing rates. Recovering countywide administrative and support costs in use fees and rates. Budgeting and resource allocations. 	<ul style="list-style-type: none"> Administrative and support costs allowable under GAAP. Plan conforms to 2 CFR Part 200 principles but is not as restrictive. Is not submitted for review to a cognizant agency. Basis for transfer of dollars from non-GF to the General Fund.
FEDERAL CAP (2 CFR PART 200)	<ul style="list-style-type: none"> Identify administrative costs allowable under 2 CFR Part 200 and distribute those costs on an equitable basis. Charging admin and overhead costs to grants, claims and other uses that specifically require 2 CFR Part 200 use. 	<ul style="list-style-type: none"> Charging overhead costs to federal grants. Charging overhead costs to state grants and SB 90 claims. Provides a conservative view of countywide administrative and support costs. 	<ul style="list-style-type: none"> If this type of plan is used for grant or claim use, 2 CFR Part 200 requires that an annual plan be prepared. May be reviewed by a cognizant agency.

UPDATE CAP TIMELINE DETAILS: ALIGN WITH BUDGET PROCESS, FISCAL YEAR END & INDICATE WHEN PLANS ARE SCHEDULED TO BE COMPLETED

MGT has developed the recommended timeline below to make it clear for County leadership, Finance staff as well as interested departments when the two plans will be prepared, completed, submitted and how that overlaps with existing processes to close fiscal year end, begin the budget, apply central services costs, charge non-general fund departments or outside entities, and develop rates for cost recovery of those costs.

MGT to kick off Cost Allocation Process	March 2022
MGT to meet with Central Service Departments	May- June 2022
All CAP data requests due to MGT	July 2022
Draft CAP Recommendation Report due	August 2022
Final Draft of MGT Recommendations submitted	September 2022
BOCC gathers to discuss budget priorities and to establish budget calendar	October 2022
Draft of 2CFR Cost Allocation Plan Submitted (based on actual expenses)	October 2022
Quarterly Budget Committee planning session	October 2022
Draft Full Cost Allocation Plan Submitted (based on budgeted expenses)	November 2022
Annual Financial Audit Due	December 30 2022
Final Annual 2CFR Cost Allocation Plan Submitted	December 30 2022
Prepare proposed budget	January – March 2023
Final Full Cost Allocation Plan Submitted	March 2023
Budget Hearing	May 2023
Enact Resolutions Adoption of Budget	June 30 2023

Since the County’s fiscal year ends on June 30, we recommend that the new Full Cost allocations be implemented in the next budget year, effective July 1, 2023. There may be material allocation and/or rate increases that may prove challenging to County leadership and departments. County Leadership and departments should discuss the allocation as they review their budget, providing leadership the opportunity to evaluate the best implementation process for the increase in the budget. This will allow recipient county customers to:

- Absorb the increases over a longer period
- Request current year budget adjustments during their initial budget meetings
- Manage department costs to understand and account for the full costs of all county support services they receive (both directly and indirectly).

A typical cost plan preparation timeline is 90 days, therefore, if the due date for the final plan is to be November 1st, then a kickoff meeting would need to occur around August 1st. The departmental meetings would also commence with data due from the departments approximately two (2) weeks following the meeting. A draft of the plan would be due within 30-45 days, approximately September 15th through October 1st. Usually, once the draft is provided, any further meetings would need to occur around that October 1st timeline. Comments would be expected in two weeks, and a final draft, with all additional comments, should be delivered by November 1st.

BEGIN UTILIZING A CARRY-FORWARD CALCULATION TO TRUE UP PLANS AND RATES OVER TIME

The County’s plan generally meets federal requirements of 2 CFR Part 200 but that type of plan is extremely restrictive. Previously stated, one of the overlaying MGT recommendations will be for the County to produce two plans: 1) a Full Cost Plan using budgeted dollars; and 2) a federally compliant 2 CFR plan using actual expenditures and excluding certain departments and cost types.

Using a 2CFR Plan when required, and a full plan based on budget for other purposes, should aid the County to overcome the timing issue currently encountered by using a Full Cost plan based on budgets only.

Another federally recognized tool (detailed in section 200.308 and 200.403 of 2 CFR 200) for improving accuracy of the County's CAP over time is the adoption of a carry-forward calculation. MGT has many clients that use actual expenditures but utilize a carry-forward calculation to true up the departments' share of costs over time. This is done because the costs in the current year are being estimated with actuals from two years prior. This lag necessitates a true up otherwise if the estimated plan called for too little allocation or too much, the difference can be properly accounted for. Local government entities accomplish this true up and manage the two-year lag by comparing a prior plan allocation to the current one and rolling or carrying the difference forward. The carry forward method takes the indirect cost rate or dollar allocation (can be done with rates or plans) which was established prior, makes a comparison, then takes the difference in value between the estimated costs and the actual costs of the period covered by the rate or allocation. This difference is carried forward as an adjustment to the dollar allocation or rate computation of a subsequent period. This method improves the accuracy between the two-year lag and smooths any large variances over specific periods. This is in the federal guidance to help manage variances and make the County's plan or rates never perfect in any one fiscal period but correct over the course of time.

MGT recommends that actual costs of services be used if that information is tracked and available. If there is data that is tracked down to the project level, then costs should be allocated down to that same level. If there are costs that can only be identified down to the department or division level then those costs should be allocated to the division which should then be allocated down to the department level. This will identify the appropriate allocation basis to spread expenses to each project and to take into consideration any extraordinary circumstances for those who don't receive the service or same level of service.

Finally, it is important to evaluate Personnel Service Activity if there is salary or personnel included in the total cost of service being allocated. It would be appropriate to identify what activity/service/support they provide if there are various services being provided to different customers. This would ensure that the allocated cost could be identified as specific support costs, those costs are built in, allocated appropriately, and recovered.

STANDARDIZE THE COUNTYWIDE CALCULATION OF HOURLY RATES FOR USE IN PLAN OR CHARGEBACKS

There are services across several departments within the County that are directly charged to the recipient department. These charges are calculated utilizing a rate per hour multiplied by the amount of time to provide the service. Some of the central service departments that provide these services include County Counsel, Technology Services, PGA and Facilities. Based upon discussions with these departments the way in which the rate per hour is calculated is inconsistent. MGT recommends that a consistent way of calculating this rate is adopted. The numerator should include an average salary for a specific group of similar positions in both pay amount and service provided. An overall benefit rate for the County should be applied to the salaries before being divided by a specified number of productive hours, which would be total hours available less holiday, sick and the County average holiday hours. This should also be reduced by the County average of nonproductive time. Should we include overhead and indirect, MGT will detail the calculation in the department sections later in this report.

Several clearly identified cost components factor into a full-cost hourly rate calculation:

- **Direct Labor, Salaries & Wages** – What the employee is directly paid as an hourly wage or annual salary if full-time.

- **Fringe Benefits** – Benefits paid on the employee’s behalf by the County which could include taxes, health insurance, workers’ compensation coverage and other non-salaried compensation or benefits.
- **Paid Leave or Productive Hours** – This is the number of hours that an employee may be compensated for when they are not at work. This could include but is not limited to sick leave, county holidays, vacation, jury duty, training, staff meetings or other items that the employee is compensated for when they are not performing their primary function/duty.
- **Departmental or Program Indirect Costs**- This includes a mix of labor and non-labor costs that the department incurs to do business. This is often referred to as indirect, overhead, or non-program costs. This usually includes supervision, departmental administration, training costs, consultants, utilities rents and other miscellaneous services, materials, and supplies.
- **Countywide Indirect Costs** – This includes costs in the CAP. These costs are allocated to the entire county for central service departments such as: Finance, County Admin, County Counsel, Facilities, and Technology Services.

MGT recommends that Finance establish countywide definitions of what those five items include or do not include so that all departments are calculating their full cost hourly rates using a standard methodology and the same assumptions. MGT will provide some sample calculations for this later in the report for County Counsel, Facilities, and Technology Services.

County Policy on Full Cost and Phase In Options

MGT recommends that the cost allocation plan be completed on an annual basis. Even if the leadership wants to pause the process or hold assumptions, new costs should always drive current year allocations.

Identified Challenges to a Full Cost Allocation Process:

As discussed in Recommendations 1 and 3, MGT recommends the preparation and completion of two plans. The Full Cost Plan is new to the County and can seem overwhelming to departments that have limited resources or have been historically shown/allocated cost that are either incomplete or subsidized. Universal understanding of the full cost of countywide central services is the first step to improving cost recovery and general fund health. That does not mean that all departments should be billed and charged for every dollar in the Full-Cost CAP, but all departments should know what the full cost is.

1. A completed Full Cost Allocation Plan will calculate the cost of services provided to all receiving departments within a County. The County may choose the level of recovery from full to zero. By implementing a Full Cost Allocation Plan, the County can calculate the recovery rate, and identify the subsidy rate for programs the County wishes to assist.
2. Further complicating this shift is that Clackamas County has not updated cost information in the allocations for several years (since FY2018-19). Pivoting to the full plan, the outcome could result in significant increases for receiving departments. To counteract this complexity, when first making a major change to plans, MGT has observed counties phasing in the full cost responsibility. Thus, it is common for counties to institute a phase in methodology to help limit the change over a period of time. These methodologies can vary; however, it is critical that the methodologies are consistent across all payors. Examples of phasing include:
 - a. Not charging for specific central service departments, such as stating charges will include all departments except for County Admin, Depreciation and County Counsel and then in the next year adding those charges in.
 - b. Require only an 80% payment in year one, 90% in year two, and 100% in year three. This example would require some type of roll forward as charges will change every year.
 - c. Permanently exclude certain programs or funds from the overhead calculations.

- d. Identifying an appropriation in the next budget cycle to offset historic or expected CAP charges so that the entity can budget for, plan for, and expense indirect costs to improve transparency.

Negotiations of cost plan charges should be avoided at all costs, they nullify the objectivity, consistency, and transparency of any cost plan. A negotiation is different than a review. For example, charging one department based on budgeted FTE’s and another on actual FTE’s is a negotiation and is not consistent with federal guidance. A change related to a review would be when a department analyzes the details of their computer counts, for instance, and notices that two computers are related to personnel that left the County last year and asks for an adjustment to their counts.

DEPARTMENT SPECIFIC MGT RECOMMENDATIONS

MGT has provided an evaluation and list of recommendations for each central service that is allocated through the countywide CAP. Below is a summary of those assessments, by department:

Finance Department

The mission of the Department of Finance is to provide financial and facilities management services to County departments and agencies so they can effectively deliver services to their customers while promoting transparency and responsible stewardship of public funds. 100.7 FTE

Based on best practices, MGT understands that most services that have a countywide benefit could be allocated to the entire county. In rare exceptions, when state or federally funded, those costs may not be allocable but for most special programs, funds can share the costs of these systems and services. Allocation recommendations are as follows:

Finance Org & Functions	Current Allocation Method	Proposed Allocation Method
Financial Executive Support		
Executive Leadership & Administration (150101)	Not Allocated	FTE # by Program
Financial Systems Support (150102)	Not Allocated	FTE # by Program
Accounting Services		
AP (150202)	payment vouchers	Transaction # by Program
AR (150203)	Cash Receipts	Transaction # by Program
Payroll (150204)	# of paychecks issued	# of paychecks issued
Financial Management & Accountability		
Budget (150302)	# of budgeted accounting lines	Budget \$ by Program

Financial Reporting Grants &GL (150303)	# of grants/federal awards count (now both Grants and GL)	50% # of Grants/50% # of Journal Entries
Procurement & Contract (150304)	# of purchase orders issued; Contract \$amount>= or <\$50K; P-Card Count	50% \$ of PO's/50% \$ Contracts
Courier & Mail Operations		
Courier & Mail (150402)	# of courier stops; # of mail pieces	# of courier stop and # of mail pieces, % weight based on salary split

When meeting with Finance, there was much discussion regarding how each of the different divisions of the department was allocated, and if that methodology was the best one available.

Executive Leadership and Administration:

It is rare that the administrative division of a finance department is not allocated. This area of the finance department performs a vital role in the operations of the department, in a supervisory and support capacity. Therefore, we recommend that this section be allocated to the other sections of the department based on their relative FTE's. It is noted that the Financial Systems Support section does not provide support to facilities, therefore, their FTE's would not be included in the allocation base. This allocation methodology is typically utilized for all administrative sections of departments. Utilizing this methodology across the county allows for consistency, simplicity, and transparency. There is a complication with the Finance Director providing support to Facilities, whereas the other personnel in the department do not. This can be overcome by completing a time spent by person calculation as a background calculation.

Financial Reporting Grants and GL:

The Financial Reporting Grants and General Ledger section previously were separate, and the allocation methodology was based off a count of just Federal grant awards. Based on the recent combination of the two functions and per discussion with the personnel in this section, it was felt that a better allocation methodology for this section would be based on a 50%/50% split between # of Grants (inclusive of all types) and # of associated grant related journal entries with a 10% weighting for grants with journals associated with subrecipient payments.

Accounting Services:

The Accounts Receivable team wanted a better definition of the data to be utilized within the plan and to be allocated separately – previously they were combined. Our recommendation is to separate the two teams and better define the transaction types included within the population of the allocation base to only include those types that correlate with the costs being allocated (salaries). These would include AR/CR and IF transaction types for the accounts receivable function and ACH and CHK for the accounts payable function. If some departments have accounts payable staff that perform tasks normally performed by the accounts payable team, consideration should be given to weighing the allocations going to these departments for a more accurate allocation of costs.

Payroll:

No changes or recommendations are noted for the payroll section. Allocation based on number of payroll checks is a best practice and universally accepted method for handling payroll costs.

Budget:

Previously the budget section was allocated by the number of budgeted accounting lines; however, based on previous discussion there appears to be a better relationship with allocated costs to the dollar value of budgets handled. We recommend utilizing this information as it is more understandable to the recipient of allocations.

Procurement and Contracts:

The current cost plan has the procurement section broken down into four separate functions, each utilizing a separate allocation methodology: number of purchase orders issued; number of contracts greater than and separately less than \$50,000; and number of PCards. The smallest of these functions includes approximately \$60,000 in salaries and the largest \$230,000. MGT recommends having the salaries of assistants allocated based on a 50%/50% between number and dollar value of purchase orders and contracts under \$50,000 and the salaries of analysts allocated based on dollar value of contracts greater than \$50,000. The supervisor of this section would be split between assistants and analysts based on their personnel numbers. This methodology simplifies the calculations with the combination of methodologies while also making a logical split based on position title. By utilizing both the number and dollar value of purchase orders and contracts under \$50,000 it helps to compensate for departments that have a lot of little orders and those departments that have fewer, larger contracts.

Courier and Mail:

No changes or recommendations are noted for the courier section. However, if the cost of accumulating this data becomes too cumbersome, MGT would recommend changing the allocation methodology to FTE’s. On occasion company policy may need to override changes in methodology. For example, the cost of accumulating the courier allocation statistics may outweigh the benefits for the County as a whole vs any one receiving department, primarily due to materiality. Consequently, final methodology decision should ultimately lie with county administration and established policies

The one outlier in the department is the person that handles PCards. Currently, this position is in the Courier function and allocated out based on the number of PCards by department. There is some discussion as to the proper placement for this position. As this function would only include the costs of one person, it is recommended to fold these costs in with the accounts payable function versus breaking it out into its own function.

Human Resources

The mission of the Department of Human Resources (HR) is to provide employment, benefits and wellness, risk management and workforce planning services to County Departments so they can have the resources they need to provide high quality services and achieve their strategic results.

Based on best practices, MGT understands that most services that have a countywide benefit could be allocated to the entire county. In rare exceptions, when state or federally funded those costs may not be allocable but for most special programs, funds can share the costs of these systems and services. Allocation recommendations are as follows:

Human Resources Org & Functions	Current Allocation Method	Proposed Allocation Method
Administration		
Office of the Director/Administrative Services (150101)	FTE’s	FTE’s of divisions supported
Workforce Data Management (150102)	FTE’s	FTE’s
Employee and Labor Relations		
Employee and Labor Relations (150202)	FTE’s	# of grievances, disciplinary actions and internal complaints
Workforce Design		

Classification and Compensation (150302)	FTE's	# of Class & Comp Req's
Recruitment and Selection (150303)	FTE's	# of Positions Filled + New Budgeted Positions
Workforce Development and Planning (150304)	FTE's	FTE's

There are six divisions in human resources that are allocated in the cost plan. Historically, all divisions used FTE's for allocating costs across receiving departments. Based on discussions with departmental personnel there is desire to update some allocation statistics to better represent activity and usage.

HR Office of the Director:

This area of the Human Resources department performs a vital role in the operations of the department, in a supervisory and support capacity. Therefore, we recommend that this section be allocated to the HR programs based on their relative FTE's. This allocation methodology is typically utilized for all administrative sections of departments. Utilizing this methodology across the county allows for consistency, simplicity, and transparency.

Workforce Data Management:

As this division of the HR department usually has a touch on all departments of the county, any statistics provided usually replicate FTE statistics. Given the simplicity that FTE data provides, such as its ease of understandability, it is recommended that FTE's continues to be used as an allocation methodology.

Employee and Labor Relations:

It is recommended that the allocation methodology utilized to allocate this division of HR be changed from FTE's to a count of cases logged by this division. As this division also performs various activities, it is going to be important to provide detail regarding this and the counts included in their allocation base within the cost plan narratives, to help assist the reader and provide additional transparency.

Class and Compensation:

The Class and Compensation division performs various activities. It is going to be important to be descriptive within the cost plan narratives about the activities performed by this division, as each of these requests are a bit different and are all included within the count in which allocations are made.

Recruitment and Selection:

It is recommended that the Recruitment and Selection division be allocated based on the current year's number of positions filled plus new budgeted positions. These counts provide the most inclusive amount of data covering the activities and tasks provided by this division. Per review of the data, it does appear that the fluctuation from year to year by department is stable, those high users are high users year over year. Adding additional types of data muddies the transparency of the data to the reader, adding unnecessary complexity. There are some situations where complexity is necessary, however, given the results of the job opening requests data, it appears representative of the efforts of this division.

Workforce Development and Planning:

There is a desire to change the allocation methodology of this division to be a better representation of the activity that is occurring. The department is working on gathering this data.

Public and Government Affairs (PGA) Department

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

Public and Government Affairs Org & Functions	Current Allocation Method	Proposed Allocation Method
Strategy and Policy	FTE	Countywide based on FTE's / Dept Specific based on actual hours / External which is Not Allocated
Brand Identity	FTE	Countywide based on FTE's / Dept Specific based on actual hours / External which is Not Allocated
Communications & Community Engagement	FTE	Countywide based on FTE's / Dept Specific based on actual hours / External which is Not Allocated
Government & External Relations	FTE	Countywide based on FTE's / Dept Specific based on actual hours / External which is Not Allocated

Since the last time the cost plan was updated in 2018, this department has undergone several organizational changes. In 2018 this department was just one division, and now it is made up of four divisions. Specifically for this department the information contained in the narratives to the cost plan is going to be important to explain the distinct types of services that are performed by this department. In the narratives, it should detail the type of costs that are directly billed to recipients.

Per 2 CFR Part 200, any services provided to the public cannot obviously be allocated to any other county departments, in addition Lobbying costs are specifically called out as non-allocable. It will be important that these are tracked and excluded from allocations.

The record keeping kept by this department accumulates the time spent on countywide projects and department specific projects. There are specific people within the department that perform work that is external in nature that should be excluded, as well as any other non-labor or contracted labor related to lobbying. Lobbying activities account for approximately 25% of staff time in Government and External Relations.

It is recommended that this department be allocated utilizing three separate functions and allocation statistics: Countywide function allocated based on FTE's; Department Specific function allocated based on actual time spent; external function would not be allocated.

Technology Services

The mission of the Technology Services Department is to provide high quality, innovative and cost-effective technology to the public, County staff, and County Commissioners so they can provide and receive County services. In the County’s prior Cost Allocation Plan, Information Services was organized and allocated as follows:

Technology Services Org & Functions	Current Allocation Method	Proposed Allocation Method
Administration - 180101	Spread across the dept	FTE’s of divisions supported
Business Systems - 180202	Charged to Non-Dept.	FTE’s
Countywide Applications - 180203	Charged to Non-Dept.	FTE’s
Departmental Applications - 180204	Direct Charged	Direct Charged
Geographic Information - 180205	Charged to Non Dept.	FTE’s
Telecommunication Services - 180302	# of Cameras	# of Cameras
Clackamas Broadband eXchange - 180303	Direct Billed	Direct Billed
Network Services - 180402	Quarterly Counts	Annual Count, Mid-Year or FY End
Clackamas Broadband eXchange - 180303	Quarterly Counts	Annual Count, Mid-Year or FY End

There is a tradeoff between complexity and simplicity. A cost/benefit to be taken into consideration when determining the best way in which to structure the allocations of the Technology Services department of the County. A more complex methodology will most definitely result in a more accurate allocation of resources; however, it also comes with a higher administrative lift (increased costs, availability of time spent on other activities). In addition, is a more complex methodology better if it is not understood (transparent) by most payors? Not usually. The opposite would be true for a more simplistic methodology; it may be easier to understand and require less administrative time to process, but it would result in a slightly less accurate statement.

Based on the comments received from the County, overwhelmingly a cost plan that is easier to understand and more transparent is desired. The following recommendations take this goal into account.

Another concern brought up during discussion with the department is the desire to build a reserve related to the purchase of new or replacement/update of hardware and/or software. This is a very real concern for this department across most all municipalities (not just an issue in Clackamas County). The County must be careful about collecting for future infrastructure costs and cannot build reserves with the cost allocation plan. Depreciation can be allocated and collected, but not any future costs. Internal service

funds/rates can build in replacement costs, but according to 2 CFR 200 must be managed intentionally and have a schedule of capital expenses for a ten-year period that it sticks to so that any reserve balance can be explained by future spending and not be perceived as overcharging.

Administration:

To be consistent Countywide with how the administrative division of a department is allocated, it is recommended that this division be allocated based on the FTE's of supported TS programs.

Business Systems / Countywide Applications /Geographic Information:

Currently, the costs associated with this division of Technology Services are being allocated to Non-Departmental, which means they are not being recovered. Based on the integral nature these systems/services provide the County, they should be considered part of the full cost of doing business for each department that utilizes them. Therefore, as these systems are considered countywide it is recommended that they be allocated based on FTE's.

Departmental Applications:

The costs of services included in this division are inclusive of both labor and non-labor costs. Currently, the costs are allocated to receiving departments based on direct costs and fully loaded rates for labor. Please see the separate section in this report that details out information related to the calculation of hourly rates. This methodology is typical and widely accepted.

Per discussion with the department there was a desire to treat subscription costs as pass-through costs, via directly journaling the software subscription costs to the ultimate user department, whereas these costs would thus have to budgeted within the department of the ultimate user. This option allows the ultimate users to be better consumers of their resources by ensuring the inventory of users for which they are being charged is accurate. This would be a policy decision to change the methodology, but it is considered an acceptable practice and is widely used.

Telecommunication Services:

The current allocation of Telecommunication services based on number of cameras is billed out like an internal services stand-alone fund. This process is typical for this type of service and readily accepted and understood. There are no recommendations for change.

It is desired to have this division made into its own Internal Service Fund, so that any fluctuations do not affect the Technological Services budget. This would be a policy decision that could be investigated. A decision to change this service into an internal service fund could remove it from the cost allocation plan and would need to be budgeted at the department level.

Clackamas Broadband eXchange:

This division is partially funded by ARPA. To comply with 2 CFR Part 200, the County must ensure any costs reimbursed by ARPA, or any external source, must not be allocated to departments within the cost plan. In addition, any revenue obtained by non-County agencies needs to reduce any associated costs before they are included in the cost plan for allocation. The remaining costs are directly billed based on usage by receiving departments. This methodology is sound and other than ensuring compliance with 2CFR Part 200, there are no further recommendations.

Network and Technical Services:

Currently there is great administrative work, including quarterly counts of different types of devices, in which to allocate these services. Although the use of devices is a widely used and accepted methodology, the counts are usually based on an inventory as of a specific date, and not adjusted. It is understood that some types of devices leverage more use of resources than others, for example, PC's versus standalone

printers. To make a better connection between the costs and the allocation statistic, it is common to apply a weighting factor to replicate the average additional time spent between the different types of devices.

County Administration

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

County Administration Orgs & Functions	Current Allocation Method	Proposed Allocation Method
Office of the County Administrator	FTE's and 50% to BOCC	50% FTE's / 50% Operating Expenditures
Equity, Diversity & Inclusion	NEW	FTE's
Performance Clackamas	NEW	50% FTE's / 50% Operating Expenditures
Board of County Commissioners	Not allocated	See separate section of report

Since the last time the cost plan was updated in FY2018-19, this department has undergone several organizational changes. In 2018 this department was just two divisions – County Administration and Commissioners Office, and now it is made up of four divisions – Performance Clackamas, and Equity, Diversion & Inclusion have been added.

Office of County Administrator and Performance Clackamas:

It is widely understood that the Administration of the County, including the Commissioner's Office, is beneficial to the whole County. Thus, the allocation of these two offices is usually allocated countywide and the two most highly utilized methodologies to do this are FTE's and Operating Expenditures. It is also widely accepted in cost plans that a 50% split between the two methodologies be utilized to account for departments that have higher expenditures, but lower FTE counts and vice versa. Thus, it is recommended that the County use this methodology for the County Administration division, as well as the Performance Clackamas division as that division's services are also countywide in nature.

Equity, Diversity & Inclusion:

Much like County Administration and Office of Commissioners, this division is for the benefit of the whole County. In addition, like HR training there is a desire to not influence usage via allocations coming through the cost plan. Therefore, it is recommended that the allocation of this division be based on FTE's.

Office of Commissioners:

The allocation of the Office of Commissioners is detailed in its own section of this report.

County Clerk

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

County Clerk's Office	Current Allocation Method	Proposed Allocation Method
Office of the Clerk	Not Allocated	FTE's of divisions supported
Board of Property Tax Appeals	Not Allocated	Not Allocated
Elections	Not Allocated	Not Allocated
Recording	Labor Hours / Not Allocated	FTE's / Not Allocated
Records Management	Square Ft of Storage	Square Ft of Storage

Records Management:

Based on discussions with this department there was some changes that were desired. To begin, it was felt that there has been some change in use based on the calculation of labor hours associated with the scanning and microfilming process, which is currently a decentralized process in the County. Based on the statutory requirements around record retention and destruction, there is a desire to make this a more centralized process so that conformity with these requirements can be more efficiently and accurately achieved. It is based on these considerations that the recommendation to allocate the personnel performing the internal support function of the Records Management program be based on FTE's. In addition, any revenue received from work done by the Records Management program needs to reduce the expenditures being allocated. Any work performed on behalf of the public or supported by fees should not be allocated.

County Council

The Mission of the Office of County Council is to provide comprehensive legal services easily accessible to Clackamas County (and its special districts) through its elected officials and departments so that they can effectively implement their policy objectives, achieve success for their operations, and minimize risk and adverse results.

County Council	Current Allocation Method	Proposed Allocation Method
Office of the County Council Administrator	Direct Bill	FTE's of divisions supported
	Direct Bill	Direct Bill
Legal Support - Regulatory	Direct Bill	Direct Bill
Legal Support - Transactional	Direct Bill	Direct Bill
Legal Support - Advisory	Direct Bill	Direct Bill
Litigation & Labor	Not Allocated	Not Allocated
Labor & Employment	Not Allocated	Direct Bill

Per discussion with this department, one significant issue of their hourly rates not having been updated for 15 years. Please reference the separate section regarding the calculation of hourly rates and the desire

to maintain a consistency of this calculation across all departments in the County. Specific to the County Counsel are two directly charged hourly rates as follows:

Staff Classification/Title	Hourly Rate Direct Charges to Departments
Paralegal	\$66.00
Attorney	\$124.00

MGT recommends finding the full-cost amount for the Attorney and Paralegal positions. Proposed calculations is as follows:

MGT recommends taking the total annual salary, plus other indirect costs and dividing the total annual costs for the attorney by the calculated remaining productive hours above. The result is a rate that captures time away from primary function and paid leave. The difference between using 1,674 productive hours and 2,800 is an hourly rate that is 24% higher and truly captures the county’s full cost.

The next table will capture the full cost of the County Counsel attorney positions’ labor, fringes, departmental indirect cost and countywide cost allocation plan charges:

Attorney Cost Item	Estimated Rates	Counsel 1	Counsel 2	Sr Legal Counsel	Average
Wages		\$110,691	\$141,273	\$163,542	\$138,502
Overtime			\$0		
Fringe Benefits	30%	\$33,207	\$42,382	\$49,063	\$41,551
Departmental Indirect	25%	\$27,673	\$35,318	\$40,886	\$34,626
Countywide CAP	10%	\$11,069	\$14,127	\$16,354	\$13,850
Total		\$182,640	\$233,100	\$269,844	\$228,528
Hourly		\$109.10	\$139.25	\$161.20	\$136.52

The resulting hourly rate for the Attorney/Counsel position is between \$136 and \$161/hour depending on which classification is doing the legal work. To keep things simple the County could adopt the average rate to ensure that it improves cost recovery but does not overcharge. Another option would be to charge by position to be more accurate and reduce any state/federal audit risks.

The next table will capture the full cost of the paralegal positions labor, fringes, departmental indirect costs and the countywide cost allocation plan charges, divided by the standard productive hours:

Paralegal Cost Item	Estimated Rates	Minimum	Midrange	Top Step	Average
Wages		\$54,629	\$64,190	\$73,750	\$64,190
Overtime			\$0		
Fringe Benefits	30%	\$16,389	\$19,257	\$22,125	\$19,257
Departmental Indirect	25%	\$13,657	\$16,048	\$18,438	\$16,047
Countywide CAP	10%	\$5,463	\$6,419	\$7,375	\$6,419
Total		\$90,138	\$105,914	\$121,688	\$105,913
Hourly		\$53.85	\$63.27	\$72.69	\$63.27

MGT recommends raising the charged paralegal rate from \$66 to \$73 per hour. Most staff that have been with the county more than a couple of years will be near the maximum salary range for this position. The department did not have documentation for the prior rate of \$66/hour and this new amount can be defended with the calculations above.

The counselors in this department track their time and that is considered the gold standard for the allocation of this department, so there should be no change regarding this as an allocation statistic, just updated for a more current rate. It should be noted that even the best calculated rate is not going to be 100% accurate as actual charges, especially indirect charges, are impossible to perfectly forecast. However, the closer the rate is to actuals, the less allocation dollars that will flow through the cost plan after being offset by amounts paid by the receiving department, which is what is desired. Furthermore, vendor charges are paid directly by the dept receiving that service, which is an optimal way to handle these types of costs.

Administration:

Countywide, administrative programs are allocated on FTE count of the supported programs. Therefore, County Counsel administration is recommended to be allocated based on FTE count of the supported programs for consistency.

Labor & Employment:

This division of the department has previously not been allocated within the cost plan. The services provided by this division are for the benefit of County departments and should be allocated as part of calculating the full cost of a single department's cost of services. Similar to the other divisions, these costs should be allocated based on staff effort in hours.

Facilities

Facilities	Current Allocation Method	Proposed Allocation Method
Administration – (744-150501)	100% of Director and 60% of project Coordinators based on FTE's of divisions supported / 40% of project coordinators are Direct Charged	FTE's of divisions supported
Construction – (744-150502)	80% Direct Charge / 20% Square Footage	Direct Charge
Maintenance – (744-150503)	Square Footage	Square Footage
Utilities – (744-150504)	Square Footage	Direct Charges
Capital Projects – (744-150505)	Not Allocated	Not Allocated

Confusion exists regarding costs included in the lease fees, allocations, and direct charges. Much of this confusion countywide can be rectified by providing more detailed cost plan narratives. The narratives should also include when janitorial and maintenance are included for leased buildings (many other local governments call out the specific buildings where it is included), confirm that these types of costs are directly charged to buildings and thus would not result in an allocation of these charges within the cost plan.

Administration:

To be consistent Countywide, it is recommended that this division be allocated based on the FTE's of divisions supported.

Construction:

This division of the department is one of the largest and it is currently being allocated 80% of workorder hours times a rate per hour and 20% based on the same square footage utilized by the maintenance division. Please see the separate section on the calculation of hourly rates within the report. The 20% that is currently allocated by square footage relates to costs for these personnel to attend training, safety meetings and doing administrative paperwork. These costs are representative of administrative costs and should be spread across the work that these personnel perform, thus it is recommended that 100% of this division be allocated based on work order hours.

Maintenance:

These costs are allocated based on the square footage of buildings/departments serviced and direct costs are assigned to each specific building and may include but are not limited to: contracted services such as janitorial, landscaping, and elevator and alarm maintenance. This allocation methodology is sound.

Utilities:

Per discussion with the department, historically these costs were budgeted and paid out the budget of the ultimate consumer; however, this resulted in a lot of unpaid utility bills and unnecessary shut offs. Due to the Facilities department needing the billings to optimize County sustainability, it was decided to move this function under the Facilities department. However, Facilities paying the monthly utility bills disassociates the user from their costs, resulting in higher utility bills. It was noted that this function is also highly administrative in nature. Furthermore, the variance (increases) in utility costs result in eating away at the Facilities budget. In addition, there was some concern that there is a possibility that utility costs are being budgeted for in both Facilities and the departments themselves. It is recommended that

the County further investigate this issue to determine its accuracy, and rectify any double budgeting, if applicable.

It is recommended that the administration of the utility billings continue to be with the Facilities department, but that the budgeting of the costs is included in the department of the resource user. This could be achieved by setting up a separate fund that would include the journals receiving the bills in and turning around and charging them out directly to the user dept (a net negative fund). This would result in the ultimate consumer holding the risk/reward causes of their usage decisions, while also, not causing the Facilities department to have costs not under their control affecting their budgets.

Building Depreciation & Debt Service Costs

Depreciation and debt service costs are costs associated with the cost of buildings owned by the County. Generally, depreciation costs are equal to the cost of the building spread over a useful life of 50 years. Debt service costs are the principal and interest costs associated with the debt related to the building.

Depreciation Orgs & Functions	Current Allocation Method	Proposed Allocation Method
Building Depreciation	Not allocated	Square Footage
Building Debt Service	Allocated same as non-labor exp's for each CSD dept in the PSB building	Square Footage

2 CFR designates that depreciation is an allowable cost for allocation. The cost of housing is a necessary component of each central service department within the County to perform its services. Thus, it is considered an integral part of the full cost of services of a central service department. Debt service costs are the principal and interest payments on the funding associated with the purchase of a building. Per 2 CFR 200, the costs associated with interest are allowable, but principal costs are not allowed to be allocated

Therefore, it is recommended that the depreciation associated with the Public Service Building is included in the cost plan and allocated based on the square footage by departments residing in the building.

Currently, both principal and interest costs related to the PSB's debt is being allocated through the cost plan for the Central Service Departments. It is recommended that only the interest portion of the debt service costs are allocated within the cost plan to be in conformity with 2 CFR. This might require adjustment of how journal entries are entered to ensure this can most easily be accomplished to ensure compliance. Similar to depreciation, these costs should be allocated based on square footage by department of occupants of the building.

Board of County Commissioners

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

Board of County Commissioners Orgs & Functions	Current Allocation Method	Proposed Allocation Method
Commissioners Office	Not allocated	50% FTE's / 50% Operating Expenditures

Currently, the County does not include the BOCC Office in its allocation. Per 2 CFR Part 200 guidelines, this department is not allocable within a 2 CFR Part 200, however, as it has been recommended that the County prepare both a 2 CFR plan and a Full Cost plan, the allocation of the BOCC's should be included in the Full Cost Plan, as this department provides support to the other county departments. The typical allocation methodology for this department is 50% based on FTE's and 50% based on operating expenditures.

Equipment Depreciation:

It is recommended to add allocations for equipment depreciation associated with just the central service departments, especially Information Technology (see reserve discussion in their section of the report). Depending on how equipment depreciation is recorded, this could include the allocation ERP systems and Facilities equipment. MGT saw no evidence that these costs were centralized or being allocated to the rest of the County; however, additional research needs to be done to ensure that specifically Facilities and Technological Services are not including any depreciation in their direct charges to ensure there is no duplication in allocation/charges.

Grants:

When utilizing a cost plan to receive reimbursement from any federal or state agency, the cost plan must be in conformity with 2 CFR Part 200 principles. Please reference the General MGT Recommendations within this report to prepare a 2 CFR compliant plan. In addition, within the Departmental MGT Recommendations section there are additional recommendations regarding areas that need to be changed to be in conformity.

The MGT work with this group is not yet completed. There is a section of tasks related to preparing and submitting rates to the County's cognizant agency that will be completed after this report reviewing the County's CAP and charge backs is finalized. Additional detailed discussions with departments that work closely with grant reimbursements will need to be held to provide recommendations of ways to best apply indirect cost rates within County systems in simple ways that will provide optimal reimbursements. This might include the production of departmental cost allocation plans. Based on what MGT has reviewed to date, the County does not meet the requirements or dollar thresholds needed that would then require a Negotiated Indirect Cost Rate (NICRA). After additional meetings with grant and program managers, MGT will assist the county to determine whether a County or if specific departments are required to independently submit rates for federal approval and/or negotiation.

Fleet:

A few years ago, Fleet was moved under the Transportation department. Since then, there has been a desire to revise the chargeback model. The current model does not meet the equivalent of today's values, providing inadequate collections to cover the cost of services. A couple of the issues discussed were struggles of complexity; in that there are too many rates being charged out. Because of charges or unclear methods, it sounds like some departments are purchasing materials from other places than the Fleet department. MGT recommends that a policy be put in place that does not allow departments to delay or circumvent routine maintenance. This cost avoidance behavior costs the County more, long term and makes management of the fleet and corresponding maintenance costs near impossible.

Departmental personnel discussed various changes they wanted to incorporate into their new model to encourage certain desired behaviors, such as preventive maintenance. Most of their changes are consistent with industry practices.

One of the current methods utilized by Fleet is to send some specific vendor expenditures to the department that received the service for them to pay the vendor directly. During the discussion it was questioned as to whether these vendor billings were being expensed on both Fleet's departmental expenditures as well as the receiving departments expenditures – in other words, double expensed countywide.

Because fleet functions are rarely allocated in central service cost allocation plans, and this project did not include a fleet study, MGT recommends that the County change some procedures to avoid the optics of double charging for fleet services or routine maintenance. The County should investigate any occurrences of double charging and develop a clear process and make that even more formal by establishing of a policy. This policy will need to be communicated to all departments within the County, regardless of whether they are within the cost plan or considered a central service department, as there is a possibility of this occurring anytime this type of transaction occurs.

Estimated Additional funding based on Recommendations and Budgeted 2023 Expenditures versus Actual 2018 Expenditures:

As the County has put a hold on cost plan allocations since FY2018-19, updating the plan to a Full Cost Plan utilizing budgeted FY2023-24 expenditures is going to result in a significant increase in allocations to any one department just based on the fact of the growth of expenditures between those two periods. This combined with many recommendations within this report to include additional costs be allocated out that weren't in FY2018-19 will result in even more increases in allocations.

The estimate to determine the amount of additional revenue is just that, a calculated estimate. That estimate will be validated once a new cost allocation plan with these report recommendations is completed. The reason an accurate estimate is so challenging is that a cost plan, although transparent and logical in nature, does include multiple layers of allocations. One, for instance, is the allocation of the administrative sections of a department to the divisions they support and then the further allocation of those divisions to all their clients, the other departments within the County. Another is the allocation of countywide overhead for a central service department to its client. This is often referred to as a double or multiple step-down method. It would be impossible to calculate the effects of these intricacies of the cost plan, until those calculations are actually made.

Below is a calculation of estimated increases in costs to specific departments, taking into consideration the increase of costs from actual fiscal year end FY2018-19 expenditures to budgeted year end FY2023-24 expenditures based on FY2018-19 allocations to JUST the departments listed below.

1. Health, Housing and Human Services (H3S)
2. Transportation (DTD)
3. Water Environmental Services (WES)
4. Housing Authority (HACC)
5. Parks & Recreation (NCPRD)
6. Development Agency (CCDAG)
7. Service District 5 (SSCD5)
8. Law Enforcement (LEDIS)

For County Counsel, Facilities, and Information Technology the increase in allocation is based on 10% of the difference between budgeted and actual expenditures as these departments are mostly directly billed and it would require substantial calculation to come up with a more accurate estimate.

Departments	FY18 Actual Exp's	BY23 Budgeted Exp's	Increase in Allocations to Specific Dept's
Finance	\$4,419,546	\$8,493,517	\$1,252,293
Human Resources	\$3,516,608	\$5,213,903	\$470,990
Public and Government Affairs	\$1,197,780	\$3,399,511	\$594,556
County Clerk	\$383,080	\$2,734,265	\$276,621
County Administration (excl. BOCC)	\$1,040,412	\$6,535,114	\$1,363,847
Board of County Commissioners	\$0	\$958,590	\$237,933
Building Depreciation	\$514,248	\$530,468	-\$29,619
Equipment Depreciation	\$0	\$0	\$0
County Counsel (FY19 Actuals)	\$1,336,975	\$1,617,948	\$28,097
Facilities (FY19 Actuals)	\$11,314,906	\$17,726,651	\$641,175
Information Technology (FY19 Actuals)	\$17,039,763	\$19,175,083	<u>\$213,532</u>
			\$5,049,425

FY23-24 Budget and Workforce Reduction Summary

Department	Program	Reduction Description	Reduction \$	FTE
Appointed Departments				
County Administration	All	Eliminate two positions	329,000	2.00
County Administration	All	Use alternate funding for one position	103,000	
County Administration	All	Eliminate small grants program	250,000	
County Administration	All	Reduce M&S: Includes end of GFS for Museum of the Oregon Territory and Clackamas Arts Alliance. Intend to identify an alternate funding source.	350,000	
County Administration Total			1,032,000	2.00
County Counsel Total	Litigation Services	Increase litigation billing revenue	50,000	
Disaster Management	All	Reduce training support to county and partners	112,000	
Disaster Management	All	Eliminate contractors for disaster plan development	305,288	
Disaster Management	All	Reduce support to EOC supplies and systems	83,000	
Disaster Management	All	Eliminate cost share for Regional Disaster Preparedness Organization	40,000	
Disaster Management	All	Reduce M&S: travel, training, and supplies	38,650	
Disaster Management	All	Reduce planner position to .5 fte and eliminate funding PGA position	171,062	0.50
Disaster Management Total			750,000	0.50
Finance / Facilities	Facilities	Eliminate Building Maintenance position	95,617	1.00
Finance / Facilities	Facilities	Reduce Courier position	35,000	0.65
Finance / Facilities	Facilities	Eliminate funding for Clean Wind and Carbon Offset purchases	55,500	
Finance / Facilities	Facilities	Reduce M&S: Including small equipment, training, supplies	150,000	
Finance / Facilities	Finance	Eliminate AP position	119,314	1.00
Finance / Facilities	Administration	Reduce M&S	144,569	
Finance / Facilities	Administration	Change Deputy position to Administrative Services Manager	100,000	
Finance / Facilities Total			700,000	2.65
Human Resources Total	All	Reduce M&S: professional service contracts and training	100,000	
Health, Housing & Human Services	Center for Health Population	Eliminate funding for Build Environments and Health Assessment	255,060	
Health, Housing & Human Services	Directors Office	Distribute overhead to divisions	178,128	
Health, Housing & Human Services	Infect. Disease	Use alternate funding	110,727	
Health, Housing & Human Services	Access to Prev. Health	Use alternate funding	208,199	
Health, Housing & Human Services	BH Crisis Services	Use alternate funding	117,189	
Health, Housing & Human Services	PH Blueprint	Use alternate funding	50,000	
Health, Housing & Human Services	Volunteers	Eliminate Retired Senior Volunteer program	142,831	1.00
Health, Housing & Human Services	Volunteers	Use alternate funding	70,982	
Health, Housing & Human Services	ADRC	Use alternate funding	19,661	
Health, Housing & Human Services	ADRC	Use alternate funding	21,223	
Health, Housing & Human Services	CFCC	Eliminate Grants Coordinator position	86,000	0.50
Health, Housing & Human Services	CFCC	Eliminate Contract Children of Incarcerated Parents	90,000	
Health, Housing & Human Services	CFCC	Eliminate Prevent Net Plus	100,000	
Health, Housing & Human Services	SS Administration	Reduce unemployment	50,000	
Health, Housing & Human Services	Resolution Services.	Eliminate All General Fund Support	629,113	
Health, Housing & Human Services Total			2,129,113	1.50
Juvenile	Superv, Assess, Evaluation	Reduce 2 Supervisors	303,720	2.00
Juvenile	Director's Office	Reduce consulting/training contracts	90,000	
Juvenile	Superv, Assess, Evaluation	Reduce short-term resident placement capacity from 8.8 to 5 beds/day	240,000	
Juvenile	Superv, Assess, Evaluation	Reduce 5 vehicles	18,000	
Juvenile	Custody	Reduce contracted detention beds at Multnomah County Juvenile Detention Center From 13 to 8	349,736	
Juvenile Total			1,001,456	2.00
Public & Government Affairs	Communications	Eliminate 1.5 positions	163,521	1.50
Public & Government Affairs	Communications	Reduce M&S funding to Willamette Falls studio and #MyClackCo issues	177,616	
Public & Government Affairs	Communications	Eliminate 1 position paid by H3S (\$ on H3S list)		1.00
Public & Government Affairs Total			341,137	2.50

FY23-24 Budget and Workforce Reduction Summary

Department	Program	Reduction Description	Reduction \$	FTE
Transportation & Development	Land Use & Dev	Use alternate funding for Long Range Planner	124,830	
Transportation & Development	County Surveyor	Use alternative funding for County Surveyor	122,590	
Transportation & Development	County Parks	Use alternate funding for 11 seasonal positions	220,200	
Transportation & Development	Library Support Svcs	Eliminate Task Force support	230,800	
Transportation & Development	Dog Services	Eliminate 3 positions (funding reduction taken in FY 22-23)		3.00
Transportation & Development Total			698,420	3.00
Non-Departmental	All	Reduced the operating budget	100,000	
Elected Officials				
Assessment & Taxation Total	All	Vacancy Savings	125,000	
District Attorney Total	All	Reduce M&S	50,000	
Sheriff's Office Total	Administration/ Operations Support	Reduce General Fund Support by distributing costs of Administrative Overhead (full amount of distribution is \$3.17 million with the difference offsetting cost allocation), reduced M&S to align with historical averages, prorated vacant positions to reflect 9 months filled, and increased some revenue to reflect updated projections	2,250,000	
Treasurer Total	All	Increase Revenue and Reduce M&S	75,000	
Grand Total			9,402,126	14.15