

**CLACKAMAS COUNTY, OREGON**

**ADOPTED BUDGET  
FISCAL YEAR 2019-20**



**Submitted by the  
Clackamas County Budget Committee:**

**Wilda Parks- Chairperson  
Jeff Caton – Member  
Shaun Coldwell - Member  
Tom Feely - Member  
Jan Lee - Member  
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Roxann Fisher – Budget Analyst  
Jian Zhang – Budget Analyst**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Clackamas County  
Oregon**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Clackamas County, Oregon for its Annual Budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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**CLACKAMAS**  
C O U N T Y



# FY 2019-2020 Budget Message

## The Honorable Board of County Commissioners and Budget Committee Members for Clackamas County, Oregon

### Budget Committee

The Budget Committee is comprised of the Board of County Commissioners and five citizen members, assisted by County Administration and Finance staff:

### Board Members:

Jim Bernard, Chair  
 Sonya Fischer  
 Ken Humberston  
 Paul Savas  
 Martha Schrader

### Citizen Members:

Jeff Caton  
 Shaun Coldwell  
 Tom Feely  
 Jan Lee  
 Wilda Parks

### Staff:

Gary Schmidt, County Administrator/  
 Budget Officer  
 Laurel Butman, Deputy County Administrator  
 Christa Wolfe, Finance Director  
 Haley Fish, Deputy Finance Director  
 Jennifer Chambers, Budget Manager  
 Roxann Fisher, Budget Coordinator  
 Jian Zhang, Budget Coordinator

I am pleased to present the FY 2019-20 Annual Proposed Budget for Clackamas County, Oregon totaling \$857,305,781 projected annual requirements. The full breadth of programs and activities overseen by the Board of County Commissioners brings the total budgetary responsibility to \$1,221,009,491. The other Clackamas County agencies are listed below.

| Agency                                       | Proposed Amount | Notes   |
|--|-----------------|---|
| Development Agency                           | \$ 69,340,147   | Responsible for the County's Urban Renewal program in three areas: Clackamas Town Center, Clackamas Industrial Area; and the North Clackamas Revitalization Area. |
| Water Environment Services (WES)             | \$ 193,488,822  | County Service District providing sanitary and surface water services.  |
| North Clackamas Parks & Recreation District  | \$ 57,133,996   | County Service District for parks and recreation.   |
| Library Service District of Clackamas County | \$ 22,291,875   | County Service District for library operations.   |
| Enhanced Law Enforcement District            | \$ 8,290,780    | County Service District for law enforcement in certain urban unincorporated areas of the county.  |
| Extension and 4-H Service District           | \$ 8,852,401    | County Service District providing education on issues such as farming, gardening, and food safety, as well as youth programs.                                     |
| Street Lighting District #5                  | \$ 4,305,709    | County Service District for street lighting services.   |

## Overview

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### **Core Values**

Since 2014, County Administration has worked with all departments to develop, affirm with our employees, and enculturate **Our Core Values (SPIRIT)** which are:

**Service**—*we advance the needs of the community and the individuals we serve; are committed to finding positive solutions for our customers; respond to customers promptly in all matters; are mindful of our duty to provide our best efforts every day.*

**Professionalism**—*we are the face of Clackamas County; develop and apply our knowledge and skill to continuously improve our performance; conduct the public's business with consistency and excellence.*

**Integrity**—*we are sincere and trustworthy; acknowledge and learn from our mistakes; demonstrate fairness in interactions with others.*

**Respect**—*we accept personal differences and value others' perspectives; communicate in a positive and courteous manner; first listen to understand, then seek to be understood.*

**Individual Accountability**—*we accept and demonstrate personal responsibility; do what we say we are going to do; are prudent with the use of public funds and resources.*

**Trust**—*we remain approachable and objective; declare our intentions; address issues honestly and directly; right our wrongs in good faith.*

As we move into FY 2019-20, I am encouraged by the strides Clackamas County employees have made to integrate these values into daily routines and how public satisfaction is growing every day.

### **Strategic Planning**

The Board of County Commissioners updated **Performance Clackamas**—the County Strategic Plan—in March 2018, affirming these strategic priorities:

- Build Public Trust Through Good Government
- Grow a Vibrant Economy
- Build Strong Infrastructure
- Ensure Safe, Healthy and Secure Communities
- Honor, Utilize, Promote and Invest in our Natural Resources

**Performance Clackamas** is based on Managing for Results — a comprehensive and integrated management system focused on achieving results for the customer. Following original adoption of the County Strategic Plan in 2014, all Board-managed County departments and several elected officials' offices have developed department-specific Strategic Business Plans focused on achieving measurable results that enhance customer experience and align with the Board's **Performance Clackamas** Strategic Plan. Departments have also converted to a program-based performance budget approach, also available online.

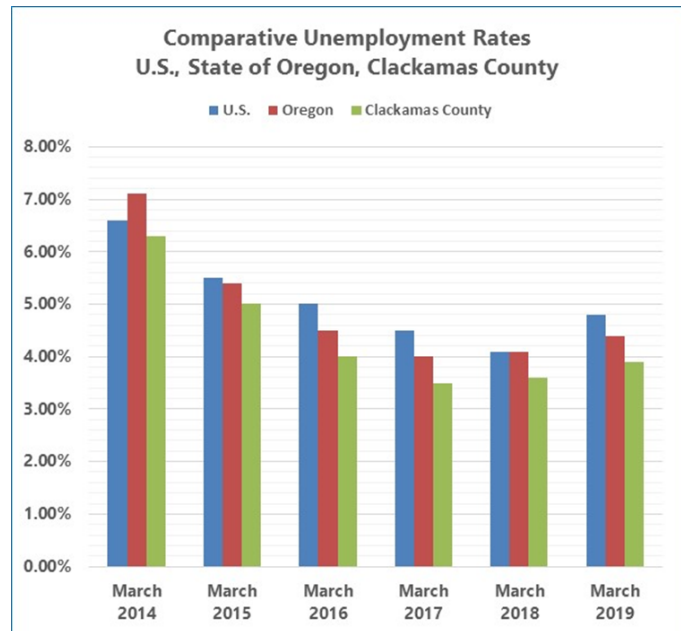
**Check out our online public budget site!**  
[www.clackamas.us/budget](http://www.clackamas.us/budget)

## Economic Indicators

### Employment & Housing

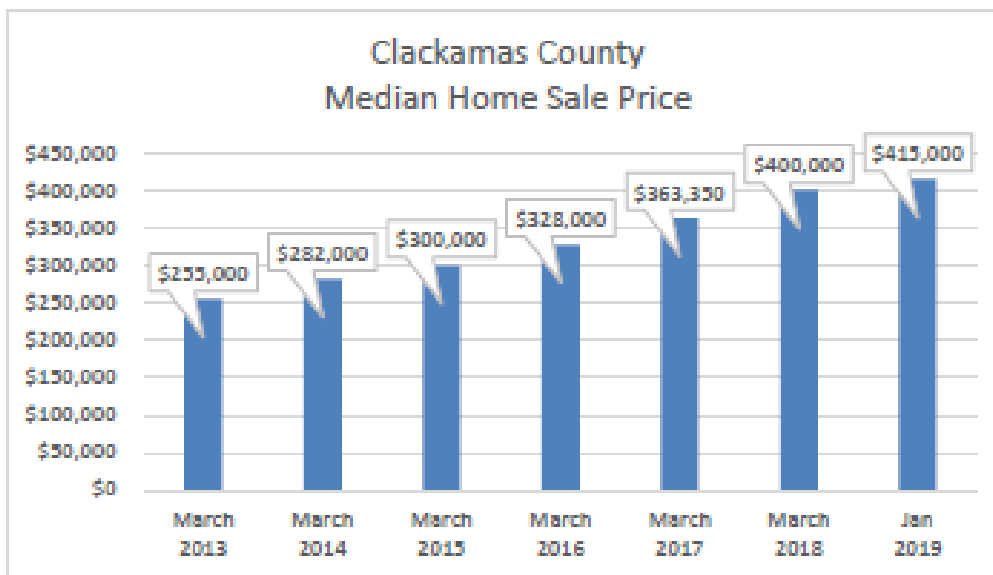
For several years we have used the key indicators of unemployment rate, median home sale price, and property tax growth to track economic trends. Updated indicators this year show positive growth is generally continuing.

Clackamas County's unemployment rate is remaining lower than the 5.1% rate in pre-recession 2008. In March of 2019, the unemployment rate was at 3.9%, up just 0.3% over last March.



Source: Oregon Employment Department

The median home sales price in Clackamas County has grown again this year—by 3.8% over 2018—since a low of \$230,000 in March, 2012. The median **sales price** is now \$415,000 (average sales price is \$475,117) compared to a median **assessed value** of \$249,119.



Source: Clackamas County Assessor's Office

**Economic Indicators , *continued***

**Housing**

Data on homelessness and rental affordability can provide another perspective on how the economy is impacting local residents. We looked at data from Clackamas County’s Point in Time Homeless Counts from both 2015 and 2017 to gain a better understanding of picture of poverty in Clackamas County.

| <b>Point In Time Homeless Count: 2015-2017</b> | <b>2015</b> | <b>2017</b> | <b>% Change</b> |
|--|-------------|-------------|-----------------|
| Unstably Housed (doubled up, etc.)             | 1504        | 1295        | - 14%           |
| Emergency Shelters/Transitional Housing        | 208         | 192         | - 8%            |
| Unsheltered                                    | 484         | 746         | + 54%           |
| Children                                       | 1026        | 1384        | + 35%           |
| Unaccompanied Youth                            | 95          | 290         | + 205%          |
| <b>Total Counted</b>                           | <b>2196</b> | <b>2233</b> | <b>+ 2%</b>     |

While the overall count increased 2% (37 individuals), the demographic of homelessness here changed. The number of individuals living either with others (couch surfing, etc.), in shelters, or in transitional housing declined 15% overall while the number of unsheltered individuals rose 54% and the number of children and youth affected by homelessness rose 33%. There appears to be a notable shift from individuals being unstably housed to being unsheltered. Also, children and youth appear to be more significantly affected by homelessness in 2017 than were so in 2015.

The reason individuals say they are experiencing homelessness has also shifted. While not being able to afford rent and unemployment were the top two cited reasons, respectively, in both 2015 and 2017, eviction was the third most commonly cited reason for homelessness in 2017, up from sixth most cited in 2015.

The Oregon Housing and Community Services Agency’s Housing and Demographics Profile for Clackamas County reports the following data about renters.

| <b>Clackamas County Renter Profile</b>                                     |          |
|--|----------|
| Mean Renter Wage   | \$15.36  |
| Hourly wage needed to afford 2-bedroom apartment at HUD’s Fair Market Rent | \$23.88  |
| # of hours per week at minimum wage needed to afford 2 bedroom apartment   | 93 hours |

Clearly, the average renter in Clackamas County cannot afford the average two bedroom apartment. Furthermore, the Agency reports that 25%—or one out of every four—of all renters here are paying more than 50% of their income in rent. Renters with extremely low incomes fare even worse, with 70% spending more than 50% of their income on rent.

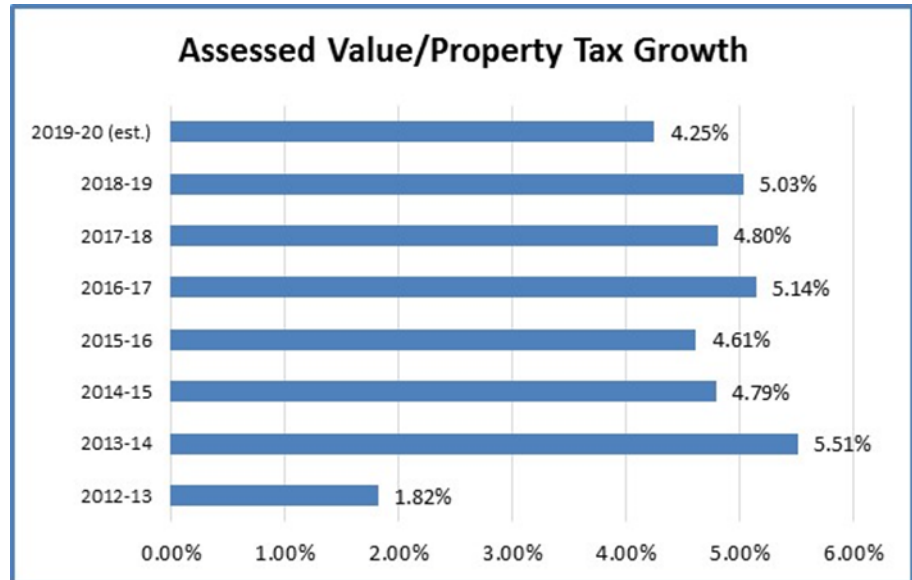
The recommended maximum proportion of income that should be spent on rent is 30%. With rental costs on the rise at a far greater pace than income, the housing affordability gap is increasing. Metro reports that, for Clackamas County renters, this problem is exacerbated by having the lowest availability of rent-regulated or protected units in the Metro area, a mere 10%.

## Economic Indicators, *continued*

### Property Taxes

The County’s budget began to see recovery evidenced by a year-over-year percentage increase in assessed value/property taxes in FY 2013-14 . This is important because property tax is by far the single largest revenue source for the County’s General Fund and its main source of discretionary revenue. County property tax growth in FY 2018-19 was slightly higher than our original 4.75% estimate from this time last year, ultimately coming in at 5.03%. In addition, assessed value growth was 4.5% for FY 2018-19

It is estimated that assessed value growth for FY 2019-20 will be at a rate of 4.0% to 4.5%. Thus, the baseline funding that leveled out for general County government services in FY 2014-15 is expected to remain flat or decline slightly.



Source: Clackamas County Assessor’s Office

### Population & Construction

We also track population in the county and construction statistics to show growth over time. The Clackamas County population has increased more than 10% in the past ten years. This increase contributes to increased demand for County services. The construction permit numbers below are preliminary estimates for FY 2019-20 compared with projections for FY 2018-19. Permit activity for FY 2019-20 is projected to remain consistent with 2017-18 actuals.

*July 1, 2018 Clackamas County population estimate:* 416,075 (up from 412,672 the prior year)

*Total Development related permits issued:* 20,000 (FY 2018-19 permits = 21,419)

*Single family residential permits:* 1,221 (FY 2018-19 permits = 1,231)

*“Detached” permits: commercial and residential stand-alone, accessory buildings:* 620 (FY 2018-19 permits = 541)

*Commercial buildings, additions and remodels:* 436 (FY 2018-19 permits = 456)

*Tenant Improvements:* 182 (2018-19 permits = 232)

The number of square feet constructed, and the dollar value of that construction overall based on the permitting activity within the county, is an indicator of economic development potential realized. For FY 2019-20, it is projected that unincorporated Clackamas County (unincorporated areas and several cities the county performs permitting services for) will experience about 6 million square feet of construction valued at \$400 million. In FY 2017-18, we experienced 6,476,426 square feet of construction valued at \$424.5 million.

Between the current FY 2018-19 and next FY 2019-20, the Clackamas County Development Agency, which is in charge of urban renewal efforts in three active plan areas, anticipates the execution of 5 disposition and development agreements that will result in 195,000 square feet of planned development, the award of 30 home repair grants, 11 sewer hookup grants and the investment of \$600,000 in housing stabilization.

*Continued on page 6....*

## Economic Indicators, *continued*

### **Key Revenues**

➔ Countywide, property tax revenue has continued to grow modestly. For FY 2019-20 this source of revenue is projected to flatten slightly.

### **Expenditures**

↑ Total County personnel services that were estimated to increase 3.6% are instead increasing by 7.8% or \$22.2 million. This is due in part to PERS assessments this year at 16% but also to larger cost of living adjustments driven by CPI growth as well as to increased staffing, particularly in the Sheriff’s Office.

↑ Allocated costs are increasing 12% for FY 2019-20 and comprise 3.9% of the County’s budget overall, an increase of \$4.2 million. This is due to increases in staffing costs for new positions in Finance and Human Resources approved in FY 2016-17 which are now part of the allocation model as well as increases across the board in materials costs.

## Budget Development

- Reserves are budgeted, per Board policy, at 10% of unrestricted General Fund revenue or \$13.6 million. An additional \$3 million is held in the General Fund Reserve to help defray future increases in personnel expenses, such as PERS assessments, and another \$200,000 is still being held in Reserve to cover the final year of Self Insurance Reserve replenishment.
- Contingency is budgeted at 5% of General Fund expenditures or \$9.5 million. An additional \$8.3 million of General Obligation bond proceeds also sits in Contingency for anticipated disbursement in the upcoming fiscal year, and this year we added \$1.3 million to contingency to offset impacts, if any, of implementation of the Equal Pay Act. In all, Contingency totals \$19.1 million.

### **County Staffing**

The budgeted number of FTEs is holding steady with modest fluctuations year to year.

| Budget Year: | 2016—2017 | 2017—2018 | 2018—2019 Est. | 2019—2020 Projected |
|--------------|-----------|-----------|----------------|---------------------|
| FTEs:        | 2,067     | 2,099     | 2,171          | 2,190               |

### **Overarching Issues**

Looking forward, we anticipate continued progress in FY 2019-20 on several important issues and areas of interest facing the County. Among them are:

- Ensuring careful oversight and stewardship of General Fund resources, including rightsizing the entire County budget going forward.
- Streamlining internal service delivery through technology to respond to service demands.
- Maintaining adequate reserves to maintain our excellent bond rating and to continue to address increases in PERS rates.
- Replacement of the County’s 20 year old Enterprise Resource Planning financial/human resources information system will be needed in the next 18 months; it will be costly in resources and staff time.

### **Budget Approach**

During budget development we discovered that while our property tax revenues have risen about 5%, anticipated expenses are increasing at a rate of about 7%. Simply put, we are dealing with a situation where costs are rising faster than revenue. This situation is intensified due to the adoption of several new programs over the past years which then became part of our ongoing budgets. This compounded the long-

*Continued on page 7...*



## Budget Development, *continued*

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term fiscal impact because most of these new programs involved hiring new employees and personnel costs have traditionally outpaced inflation.

Additionally, two important sources of revenue to the General Fund are declining. Recording fees have reduced to the point that no contribution is anticipated to the General Fund for FY 2019-20. This decline is due to the reduction in the number of pages for real estate transaction documents; recording fees are set by the State on a per page basis. In the past, the Clerk's Office typically received an excess of recording fee revenue which the department contributed the net of at about \$1 million annually. However, over the last three fiscal years, that amount has declined rapidly. At this point, expenses are greater than the revenues, resulting in a need to provide \$169,669 in General Fund to the Clerk's Office to make up the resulting deficit. Franchise Fees are also steadily declining as more people migrate from cable to streaming services.

When preparing the March 2019 forecast we noted that, after calculating the maintenance level formula, General Fund support far exceeded the May 2018 forecasted amount for Operating Subsidy Transfers to departments. To begin addressing the initial \$12 million deficit, we asked departments for 2%-5% cuts which would amount to approximately \$4.7 million less in operating subsidy transfers to departments – this request was factored into the March 2019 forecast. The remaining deficit after these requested cuts was \$7.3 million.

Most departments were able to make these 2%-5% reductions. A few departments made initial reductions greater than those requested. All internal service departments were asked to flatten staffing and make greater reductions wherever possible. In all, internal service department cuts totaled \$1.5 million or about 40% of the total reductions. Reductions in the Facilities budget were returned to departments to ease the impacts. That said, about 50% of county departments, cognizant of the continuing deficit, returned their Facilities reductions to the General Fund for a total savings of approximately \$69,000. All said and done, between the March 2019 and May 2019 forecasts we received \$3.9 million in reductions to operating subsidies, which included foregoing the annual contribution of \$2.5 million for countywide facilities capital projects, and \$7.2 million in additional subsidy requests.

During the same March to May period, we increased revenue estimates by approximately \$4.9 million primarily from one time sources including a \$700,000 transfer from Justice Court and \$3.3 million from a non-restricted onetime influx of marijuana tax revenue included in beginning fund balance distributed by the state in FY 2017-18 in catch up payments from the first 1.5 years of collections. We also decreased estimated expenses by approximately \$2.7 million in various spending lines, the largest of which was reducing \$2.8 million in estimated courthouse debt service by \$2 million while retaining \$800,000 in program expense to continue planning efforts of the project. All told, these changes produced a net decrease to the deficit of approximately \$1.7 million, resulting in net operating expenses of approximately \$5.6 million.

We requested departments not submit Policy Level Proposals this year because, with the deficit we needed to address, there would be no discretionary General Fund funding available beyond Contingencies and Reserves. Other than five specific recommendations made by the County Administrator for specific expenditure increases based on budget reviews and discussions with each department, the Proposed Budget remains at the reduced level.

My Proposed Budget Recommendations are listed toward the end of this Budget Message. It is my request that the Budget Committee and the Board of County Commissioners consider those recommendations as input into their deliberation process as they discuss and finalize the Approved Budget.

## Elected Officials Compensation

Annually, the Citizen’s Compensation Board for Elected Officials evaluates market data from similar labor markets such as Multnomah County, Washington County, Clark County, and City of Portland, to recommend elected official compensation that achieves or maintains competitive wages while considering internal alignment. The Compensation Board reviewed market comparables and strove this year to bring all elected officials’ compensation to market parity. This year, four positions - Assessor, Clerk, Commissioner, and Treasurer - fall well below market. A recommendation for one additional position - District Attorney - has been made based entirely on compression with the second-in-command Chief Deputy District Attorney. The Compensation Board understands that the Non-Represented group is expected to receive a 3.5% cost of living increase on July 1, 2019 and used this data to determine possible compression between elected positions and their second-in-command positions.

This year, the Compensation Board recommended that select elected officials receive the full individual salary increases as specified below. The chart below shows each elected position's relationship to market average and the recommended individual increase, where applicable.

| Elected Official     | Relationship to Market Average | Recommended Salary Increase Effective July 1, 2019 |
|----------------------|--------------------------------|--|
| Assessor*            | - 9.0%                         | 9.0%   |
| Clerk                | - 2.7%                         | 2.7%   |
| Commissioner         | - 5.5%                         | 5.5%   |
| District Attorney*   | +1.5%                          | 3.0% <sup>1</sup>                                  |
| Justice of the Peace | - 0.3%                         | 0%   |
| Sheriff*             | +16.5%                         | 0% <sup>2</sup>                                    |
| Treasurer            | - 8.1%                         | 8.1%   |

*\*Indicates elected position where there is concern of salary compression with second-in-command.*

<sup>1</sup> **District Attorney** — In the case of the District Attorney, the Compensation Board recommends an overall salary increase of 3.0%. The State contributes the majority of the District Attorney’s salary and this recommendation represents the equivalent of an overall increase (i.e., since the desired salary increase is 3%, the actual increase to the County-paid portion is 10.43% which represents an overall increase of 3% to the District Attorney’s salary).

<sup>2</sup> **Sheriff** — The Compensation Board reiterated that the County will continue to ensure the Sheriff’s salary is at least \$1 per month more than the highest paid Undersheriff. This follows the Compensation Board practice and maintains compliance with ORS language.

The total fiscal impact of the Compensation Board's recommended increases is \$59,494.24 which constitutes just over 0.02% of the County’s Adopted FY 2018-19 Personal Services Budget of \$283,164,113.

## Activity Highlights

Over the past year the County completed many noteworthy projects and activities; here are just a few.

- **Disaster Management** completed its required update of the County's Natural Hazard Mitigation Plan (NHMP). This plan helps the county plan for actions that can lessen the impact of disasters, identify risks associated with natural disasters, and work on long-term strategies for protecting people and property. In addition to being a proactive step in reducing risks, the plan is a pre-condition for receiving federal funding for important mitigation projects, including retrofitting roads, bridges, culverts and other structures to prevent recurring damage.
- Visitors to Clackamas County spent almost \$622 million in 2018, another record high over the previous year, continuing a decade long growth in **Tourism** revenues for the county.
- **C-COM/9-1-1** conducted 20 recruitments in this past fiscal year to correct historic understaffing and currently has 13 trainee call-taker and dispatchers, along with a fully-staffed technical team (of 4) & management team.
- **Stone Creek Golf Club** installed an emergency access gate off of Highway 213 to decrease response time for emergency personnel by several minutes which could be the difference in saving a life!
- In an effort to become more efficient and effective, the **Treasurer's Office** has begun posting tax distribution statements and the associated summary of transactions statements online. We are also developing an email list to email out notifications of when these statements are available online.
- **Economic Development** recently received Board approval to work on implementing the first *Land Bank Authority* in the State. Once established, the Land Bank Authority will facilitate the remediation, redevelopment, and revitalization of brown-field properties so they can be used for employment, affordable housing, or public open spaces.
- During FY 2019-20 **Water Environment Services** will complete a \$33 million capacity upgrade at the Tri-City water resource recovery facility and develop a comprehensive facilities plan to accommodate regional growth and infrastructure needs for the next 20 years.
- **Forest & Timber Management** has been active with land sales and exchanges to increase efficiencies for managing 3,200 acres of timberlands. Proceeds from timber harvest sales support **County Parks Program** operations and capital needs. In FY 2018-19 we;
  - \* Partnered with Western Rivers Conservancy to sell 200 forestland acres to enhance the Bureau of Land Management's Sandy Ridge Trail System;
  - \* Exchanged 50 forestland acres with Port Blakely Company to better align ownership;
  - \* Are working on the Boomer II timber sale, anticipated to result in the harvest and sale of 2 million board feet.
- **County Administration** is working with county departments to develop *Equitable Service Delivery Plans*; four departments will be completed in FY 2018-19 and more departments will be developing plans in FY 2019-20. In addition, we are designing an extensive county-wide *Workforce Character initiative* that includes Equity, Diversity and inclusion, our Core Values, and Our Customer Promise.
- **County Parks** has continued capital improvements throughout the Parks system with a focus on improving health and safety of park users. In FY 18-19, new restrooms were added in Feyrer Park and Barton Park and we are excited to be launching Master Planning for Barton Park to help address increasing demand for overnight camping, summer river recreation, and the feasibility of operating a shuttle bus system between Barton Park and the Carver Boat Ramp .
- The **District Attorney** established an *Early Resolution Docket* allowing 70% of all the cases to be resolved at the first appearance, typically the day of arrest. This "fast track" program condenses a typically 6 week process into 6 hours for criminal cases such as shoplifting, disorderly conduct, and trespass. Same justice, only sooner.
- **Economic Development** is developing a Global Trade Strategy which focuses on providing support and technical assistance for local companies in the Advanced Manufacturing, Food & Beverage, and Technology clusters to facilitate access to the global marketplace.

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## Activity Highlights, continued

- The 112<sup>th</sup> **Clackamas County Fair** was held in August 2018. The Fair welcomed over 150,000 visitors, while the Rodeo welcomed over 20,000 visitors. Admission to the Fair on Thursday was *Free Until Three*, resulting in the highest Thursday attendance in several years! In August, The **Fair & Event Center** hosted the Franklin Graham Decision America Tour which over 12,000 people attended.
- The Public Safety Training Center (PSTC) now offers *Safe Community* courses. This new programming, represents the first 7 classes of an initiative to expand public classes taught by the **Sheriff's Office** in personal safety skills & knowledge. In the coming years, the Public Safety Training Center will become a resource for the entire Metro area for personal safety and skills instruction
- FY 2018-19 was a busy year for the **North Clackamas Parks and Recreation District**. The District:
  - \* Opened Wichita Park in Milwaukie which includes a playground, walking paths, disc golf, native plantings, and a memorial to Lynn Sharp – a longtime community champion of urban greenspaces; the project included a combination of NCPRD funds, a Land & Water Conservation Fund grant, and a generous contribution by the Linwood Neighborhood District Association.
  - \* Made substantial progress on the Boardman Wetland Complex in the Jennings Lodge area, It will open in fall 2019 and include a pedestrian boardwalk through the wetland, nature play area, and an outdoor learning classroom. This project is a partnership with the Oak Lodge Water Services District and receives grant funding from Metro and Oregon State Parks & Recreation.
  - \* Opened Hidden Falls Nature Park in Happy Valley, a once private 21-acre property with a beautiful natural area and 22-foot cascading waterfall; this project included a public-private partnership with Icon Construction & Development.
  - \* Completed final design for Milwaukie Bay Park, a collaboration with the City of Milwaukie; design was guided by a public process with the community and reflects its consensus on to gather, play and enjoy nature at this jewel on the Willamette River. Construction of the planned improvements will begin as funding is available.
- Law Enforcement Assisted Diversion aka LEAD: is a pre-charge diversion program designed to reduce future criminal behavior by providing social services rather than jail to individuals involved in low-level drug offenses and chronic homelessness. It was initiated by the **District Attorney's Office** in partnership with **Health, Housing and Human Services** and the **Sheriff's Office**.
- For the past 14 months, **Public & Government Affairs** has worked cooperatively with our **Technology Services Department** to develop an improved county website that will be easier to use by the community. The primary goal of this new site, which launched April 27, was to organize content around county services while improving content functionality.
- **Health, Housing & Human Services' Health Centers** was awarded a partnership by the North Clackamas School District to operate and manage the Rex Putnam School Based Health Center (SBHC) in July 2018. This partnership allows the Health Centers to expand access to health care in a school setting to provide primary care, behavioral, and dental services. The Rex Putnam Center has served 250 students this school year with 850 clinical visits; it is staffed with a Nurse Practitioner, a Certified Medical Assistant, a Mental Health Specialist, and a Health Educator.
- **Business & Community Services Administration** is coordinating a multi-division planning process in support of the work of the citizen Concord Property and Library Planning Task Force to recommend the best future use(s) of the Concord Property acquired by NCPRD in 2018. We are also supporting the Gladstone Community Library Planning Task Force's work on developing a Master Plan for a new Gladstone Public Library. Meanwhile, the County's Oak Lodge Library is preparing to formally assume operations of the Gladstone Library in FY 2019-20. We also coordinated a successful amendment of the Clackamas County Library District Master IGA to implement the Settlement Agreement between Clackamas County and the City of Gladstone with participation from the Library District Advisory Committee, the Settlement Agreement Implementation Task Force, and the 11 member cities of the Clackamas County Library District .

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## Activity Highlights, continued

- The Clackamas County Inter-agency Taskforce, led by the **Sheriff's Office**, is a coordinated group effort by local and federal law-enforcement officials to reduce illegal drugs and related crimes, including child endangerment, in Clackamas County. Accomplishments of the Taskforce in FY 2018-19 include: Nine (9) arrests were made; Seized 4.5 pounds of cocaine; Seized nearly \$195,000 in cash; Seized 126.75 pounds of methamphetamine; Confiscated 5 firearms; and Seized more than 16 pounds of heroin.
- The **Assessor's** office reports the FY 2018-19 capital expenditure for oblique aerial imagery has already resulted in positive improvements to fair and equitable property tax assessment. Within two weeks of implementation, we discovered three properties with a total market value of over \$2 million missing from the tax rolls which will add \$100,000 in tax revenue to the 2019 tax roll and over \$40,000 each year thereafter. The imagery has also assisted in appeals and the verification and valuation of property and has reduced field time and fuel costs for appraisers. During training provided to our staff and over 60 staff from other county departments, three cities, and two fire districts, many found the imagery would provide such significant benefit that they committed to being a cost sharing partner beginning in FY 2020-21.
- **File-Less Prosecution:** In alignment with the county's sustainable workplace goals, the **District Attorney's Office** is continually improving its processes and services to better serve the public. Through its file-less initiative, the department no longer creates physical file folders, eliminating the need for 8,000 to 9,000 file folders per year. This focused effort to reduce overall paper usage will result in saving 46 trees or 768 reams of paper this fiscal year by eliminating the need for printed police reports!
- The Affordable Housing and Services Fund in **Health, Housing & Human Services** has been used to fund case management and operations for the Veterans Village transitional shelter community for veterans experiencing homelessness. Since opening in October 2018, five program participants successfully transitioned into permanent housing, helping the County progress toward its goal of ending veterans homelessness by 2019.
- In January 2019, the County's light vehicle fleet operation was transferred from the **Finance** department where it had resided for over a decade to **Transportation & Development** following a several month assessment process. Consultants from the fleet industry performed the assessment which recommended, among other improvements, combining Transportation & Development's heavy fleet operation with Finance's light fleet operation would result in significant operational efficiencies, opportunities for workforce development among all County fleet employees, and cost savings. One of the first major changes is the relocation of the Fleet office to the McCoy building. This will provide a single location for customers of both Transportation Maintenance and Fleet Services and result in a reduction of duplicated services. Each of the programs within the newly combined Fleet operation are under review in an effort to uncover further opportunities for increased efficiencies.
- **Library Systems & Shared Library Services** implemented a new online *Cultural Pass Express* reservation system offering library patrons free access to 12 cultural venues including the End of the Oregon Trail Interpretative Center and the Portland Art Museum and Japanese Garden. Patrons can access their reservations and passes from their phone or mobile device! We are also partnering with Libraries and **Sustainability and Solid Waste** to develop a *Library of Things* in nine of the 13 libraries in the county; these collections will be available in Summer 2019 and will include items such as small kitchen appliances/baking pans, games, home technology, and more.
- The **Jail** started a Medication-Assisted Treatment program with community and internal partners utilizing U.S. Food and Drug Administration approved medications, to help individuals in custody with opioid and alcohol use disorder in the detoxing processes. In FY 2018-19, 1,200 people have participated in this detoxification program. The jail also initiated an evidence-based forced release system that ensures those with the least public safety risk are released to the community when overcrowding creates a need for forced jail releases. This effort along with an increased presence of pretrial services with Community Corrections will result in an estimated 34% reduction in forced releases this fiscal year



## **Administrator's Budget Recommendations**

This is a challenging year for our departments. After years of steady budgets, and some years of increased funding, this will be the last year where we propose a status-quo budget. Expenses are outpacing revenues. As a first-year County Administrator, it is important to me that we strategically plan for creating a sustainable budget, instead of imposing haphazard cuts to people and programs. We must work diligently together to create a sustainable future going forward. With this Proposed Budget we have stabilized our financial picture for the next year and now have time to strategically reset priorities that reduce our expenditures while resetting the course to achieve our goals for the future.

I am recommending a Proposed Budget that balances resources and requirements in accordance with the State of Oregon local budget law. In addition, I have maintained contingency and reserve levels totaling 15% per Board policy. Though balanced, this budget is not sustainable as I had to propose the use of one time resources to fund ongoing expenses to balance.

### **PERS Reserve**

Though the Oregon Legislature crafted a solution for PERS relief in 2013, the Oregon Supreme Court ultimately rejected PERS reform in 2015. As a result, beginning July 2017, PERS costs rose at a much greater rate than they would have had the reforms been left in place. While we had estimated that PERS costs (not including the 6% employer pick up) for the 2019-21 biennium would increase by an average of 20% (\$5 million countywide) this year, the actual increase was 16%. The County is holding \$3 million in the General Fund Reserve (in addition to the 10% required by policy) to offset future increases.

### **Self-Insurance and Benefits Administration**

Clackamas County is self-insured for employee health benefits which requires maintaining a statutorily required reserve in the event we end self-insurance and pay out the claims. In FY 2016-17, Human Resources separated the Risk Management and Self Insurance accounting into two separate lines of business which distinguished their individual funding streams. This highlighted an issue with the Self Insurance line of business. Because, historically, the benefits administration fee did not include any annual adjustment for inflation, other Risk Management funding sources had been subsidizing increases over the years while the fee itself was totally insufficient to cover actual costs. The overall Self Insurance Reserve need was \$2.6 million.

To address these issues, the \$2.6 million needed for the Self Insurance Reserve was dedicated in the General Fund Reserve for FY 2017-18. To smooth the impacts to departments of fee increases, we spread them over three years. In FY 2017-18 we increased the benefits administration fee to \$100 Per Employee Per Month (PEPM). In FY 2018-19, we adjusted the fee to \$141 PEPM for regular employees plus \$16 PEPM ongoing for temporary employees which helped bring the Self Insurance Reserve \$1 million closer to sustainability. Full sustainability is projected by the end of FY 2020-21. After June 30, 2021, when the Reserve is fully funded in Human Resources, the fee for regular employees is expected to decrease by about \$40 PEPM and include a modest annual adjustment for inflation going forward to maintain the Reserve. Full separation of the Self Insurance Reserve from the General Fund is projected in FY 2020-21.

### **Cost Allocation**

The County complies with federal Office of Management & Budget guidelines and regulations to cover most internal service (administrative) costs. This allows County departments to recover indirect administrative costs, or overhead, related to federal grant projects. Again this year, County Administration sponsored Cost Allocation workshops to educate departments about the reasons for allocated costs and how they are calculated.

### **Funding Recommendations**

As I met with each department, it became apparent to me that every part of our operations has its own unique challenges and, at the same time, offers distinct services to our public. Each department's budget

*Continued on page 13...*

## **Administrator's Budget Recommendations, *continued***

presented limitations and opportunities. In crafting my budget recommendations, I took these limitations and opportunities into consideration, holding a few departments at status quo and reducing or enhancing others. In the end, though I present you with an operationally balanced budget, we will need to reprioritize our resources next fiscal year to achieve sustainable funding.

Overall, I reduced funding in most departments. At the same time, I have included four discrete funding increases totaling \$1.12 million and filled a budget gap of \$5.5 million in one department in my Proposed Budget. Of these proposals, two are intended to be ongoing, should resources allow, as noted in the proposals. All are discussed below.

### *Assessor's Office: Senior Appraiser Position* *\$100,342 ongoing General Fund funding*

The Assessor's Office originally proposed a budget reduced by \$38,000 in materials and services and, in addition, returned an additional \$10,950 in Facilities cost allocation reductions to the General Fund, a total of \$48,950. The Office also requested an additional senior appraiser position to take advantage of the potential for increased property tax revenue by the integration of the newly purchased Pictometry aerial imagery and the GIS information already in their system. This will increase the Assessor's ability to ensure all property is valued at 100% of real market value and allow the Office to meet a current unmet demand for reappraisals, both of which will result in increased property tax revenue. I have approved this position request contingent on results that yield a net ongoing revenue increase in FY 2019-20 that at a minimum covers its cost.

### *Clerk's Office: Offset Recording Fee Shortfall* *\$169,669 one-time General Fund funding*

Typically, the Clerk's Office returns any excess in recording fee collections to the General Fund because collections have exceeded operating expenses. Document recording has been decreasing. In FY 2019-20, expenses are projected to exceed collections by \$169,669. Recording fee amounts are set by the State and the Clerk's Office has no ability to increase them. I have approved a one-time \$169,669 increase in the Clerk's budget to make up for this deficit. We will monitor this situation carefully in FY 2019-20.

### *District Attorney: Two New Recordation Positions* *\$698,929 ongoing General Fund funding*

The District Attorney's Office reduced its proposed budget by a total of \$465,770 which included returning \$9,923 in Facilities cost allocation reductions to the General Fund. The State now requires District Attorney offices to record, transcribe, and store all Grand Jury proceedings. The State provided no funding for this mandate. In order to support this new work, the District Attorney projected a need for 2 additional FTE plus other expenses to balance which I have approved for an ongoing total of \$698,929. This approved addition represents a net FY 2019-20 budget increase for the District Attorney's Office of \$233,159. If more reductions are necessary in FY 2019-20, the DA's Office will have to reprioritize or reduce elsewhere.

### *Health, Housing & Human Services: Public Health* *\$150,000 one-time General Fund funding*

This department is facing a \$500,000 gap in Public Health. I have approved a one-time General Fund contribution to address this. Health, Housing & Human Services is reallocating Facilities allocated cost returns and implementing full cost recovery in its Environmental Health program to close this gap.

### *Sheriff's Office: Funding Gap Due to Added Staffing* *\$5.5 million one-time General Fund funding*

The Sheriff's Office, in response to prior budget approvals, has reached full deputy staffing and added deputies to open 26 unused existing jail beds. These ongoing costs have increased the Sheriff's budget, the full impact of which is realized in FY 2019-20, resulting in an approximate net gap of \$5.5 million. I have applied the bulk of the non-recurring one-time resources used to balance the budget to this funding gap on a one-time only basis. This is not a sustainable solution and it will be addressed next fiscal year when we strategically review program and service priorities countywide to establish a new baseline budget that is sustainable going forward.

## **Administrator's Budget Recommendations, *continued***

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I recognize that these recommendations represent a temporary fix. Starting July 1 with the new fiscal year we will be taking steps to head off these issues and build a strong and sustainable budget system going forward. To begin this process, I propose a hiring freeze starting July 1 that will include a process for me to review impacts and make exceptions if warranted. Further changes and actions will be needed and will include a full review of our budgeting processes, potentially deferring maintenance, and other temporary measures as are commonly used by governments to weather difficult financial times. We will also be strategically reviewing program and service priorities countywide to establish a new baseline budget and look for ways to increase efficiencies and reduce duplication of effort and cost.

In closing, I am proud to present the Budget Committee with a balanced budget and I look forward to building a strong and sustainable budget approach together in the coming fiscal year. I want to express my appreciation to all County departments who worked creatively to reduce their budgets to address the current gap so we can strategically address our budget system next fiscal year and continue to provide a wide array of excellent and essential services to both our community and to other departments through internal support departments.

Producing the annual budget is a large and collective task. I extend my sincere thanks to all the individual departments, budget preparers, and the many staff who undertake various production tasks. Especially noteworthy is the effort the following individuals in Finance and County Administration devote to ensuring an understandable and reliable process— Finance Director Christa Wolfe; Deputy Finance Director Haley Fish; Budget Manager Jennifer Chambers; Budget Coordinators Roxann Fisher and Jian Zhang; and Deputy County Administrator Laurel Butman. Thanks also to the Budget Committee for its continued review of the budget from development through approval every year.

Sincerely,



Gary Schmidt, County Administrator



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. 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**

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.

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 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.

*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 addressing large-scale investments in facilities, equipment and transportation. The Capital Improvement Plan 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 Capital Improvement Plan. Copies of these documents are available upon request.

## **Capital Expenditures**

Capital Outlay budgets will include all anticipated expenditures for individual items with a cost greater than \$5,000 and a useful life expectation of one year or more. Purchases that do not fit this description are not considered Capital Outlay items.

Each year's budget for capital expenditures will be in conformance with the Capital Improvement Plan and in compliance with requirements of Oregon Revised Statutes.

Only capital projects and acquisitions conforming to this policy will be undertaken by the County.

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

## **Budget Amendments**

Clackamas County departments shall plan annual budgets for each fiscal year which accurately reflect the service priorities and needs of the citizens as directed by the Board of County Commissioners.

When revenues are not received as planned, the corresponding expenditures shall not be made. It is the responsibility of the department head/elected official to ensure that the necessary reduction in expenditures occurs.

When new sources of grant revenue become available, departments shall request a budget change, but must spend the additional revenues only for the programs or activities specified in the grant.

Changes among line items within a major category are generally within the discretion of the department head, with review by the Budget Officer, provided such changes do not affect service priorities. However, transfers between major categories are discouraged and require approval of the Board of County Commissioners prior to 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 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 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 General Fund subsidy of Internal Service operations and continues currently to identify 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. there will be one Contingency account established in each fund, and
2. the amount of the Contingency account will be a predetermined amount or percentage of the total resources budgeted in the fund. The amount or percentage to be used in each fund 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 now required to provide additional justification of Contingency transfer requests as outlined above.

# Policy on Reserves for Future Expenditures and Contingency

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

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

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

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

## II. Budgeted Reserves Policy for the County General Fund:

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

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

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

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

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

## III. Other Funds Budgeted Reserves Policy:

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

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

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

# Debt Issuance and Management Policy

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

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

## **Reason for Issuing Debt**

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

## **Types and Amounts of County Indebtedness**

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

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

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

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

## **Selection of Professional Assistance for Debt Issuance**

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

1. The Finance Director, County Counsel and County Treasurer will recommend the selection of bond counsel, based on the type of debt to be issued, and the firm's expertise in that type of financing instrument. Recommendation will

be made from a current list of all competent professional legal firms offering bond counsel services in the area, updated yearly.

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

#### **Method of Sale**

Clackamas County will offer the debt to be issued on terms consistent with market conditions, the project being financed, current County debt rating, issue size and complexity, and any other relevant considerations. The Board of County Commissioners will approve the method of sale based on the consensus recommendation of the Financial Advisor, the Finance Director and the County Treasurer. The debt issue may either be offered as a competitive sale or as a negotiated sale. The County will not offer private placement debt issues, except with commercial banks or similar institutions.

#### **Bond Rating and Interest Costs**

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

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

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

#### **Refunding and Call Provisions**

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

**Arbitrage Compliance**

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

**Other Reporting and Disclosures**

The County will comply with all disclosure requirements for its debt issues (e.g. Securities and Exchange Commission Rule 15(c) 2-12, and any other disclosure requirements). The County Treasurer, Finance Director and County Counsel will cooperate to assure that the format and schedule of disclosures and reporting are met as specified by the regulatory body requiring disclosure.

Note: This policy is currently being reviewed.

June 2017 update



# Performance Clackamas

## Clackamas County Strategic Plan



# Strategic Goals and Milestones

This is the June 2017 update to Performance Clackamas, the Clackamas County Strategic Plan. The plan is organized around five Areas of Strategic Focus:

## Grow a Vibrant Economy

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

## Build a Strong Infrastructure

Ensure long-term investments in infrastructure that will generate good-paying jobs that support families, ease commute times for many residents and help maintain a healthy environment. Updating county facilities will ensure that key services are accessible to all residents.

## Ensure Safe, Healthy and Secure Communities

A focus on the well-being of all our families and communities reflects the best of our character. Investments in providing services to those needing care, addressing hunger and homelessness, and lowering the crime rate are key to making our community safe. These efforts combined with success in creating jobs will give definition to the county's efforts to alleviate poverty and will help ensure the safety, health, and security of our residents.

## Honor, Utilize, Promote and Invest in our Natural Resources

The abundant natural resources in both urban and rural areas of Clackamas County provide extraordinary economic and recreational opportunities.

A balanced sustainable approach to our natural resources will generate prosperity and help secure and conserve those resources for future generations.

## Build Public Trust through Good Government

Public trust is the currency of good government. Clackamas County will design and deliver services that make a difference and measure our effectiveness in terms of results for our customers. We will listen, be accountable and deliver what we promise. When we allocate resources, they will be tied to results that matter.

**The plan is divided into two key parts: Strategic Goals and Milestones, which constitute policy direction to staff, and Community Indicators, which track how the county is doing in areas where it has less direct influence.**

## Grow a Vibrant Economy

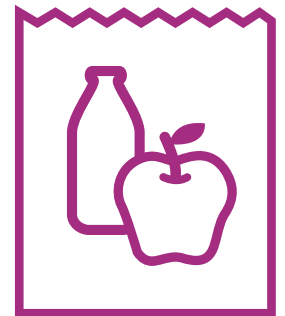
### Jobs and Economic Development

- By 2019, 80% of jobs created within Clackamas County by employers receiving direct taxpayer support from the county will be annual living wage jobs.<sup>1</sup>
- By 2020, Clackamas County will have and maintain a 20-year supply of serviceable non-retail employment lands, including lots of 25 acres or more.

### Housing and Poverty Reduction

- By September 2017, Clackamas County will identify equity pilot areas where the county will focus efforts to reduce poverty and food insecurity.

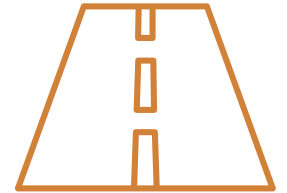
<sup>1</sup> For purposes of this goal, a "Living Wage Job" is defined the wage sufficient to support one adult supporting one child, as calculated by the MIT Living Wage Calculator for Clackamas County. <http://livingwage.mit.edu/counties/41005>



Reduce the poverty rate in each equity pilot area by

10%

- By February of 2018, there will be a coordinated and focused strategy to reduce the poverty rate in each equity pilot area by 10%.<sup>2</sup>
- By February 2018, there will be a focused and coordinated strategy to reduce food insecurity by 10% in each equity pilot area.
- By 2022, 2000 units of housing, affordable to a variety of residents, will be developed within Clackamas County, through a combination of public and private partnerships, and appropriate regulatory changes. Of that number, the Housing Authority goal will be to provide 1000 units affordable to households earning 60% of the area median income or less.<sup>3</sup>



Improve the average condition of paved county roads to PCI rating of

70

## Build a Strong Infrastructure

### Transportation

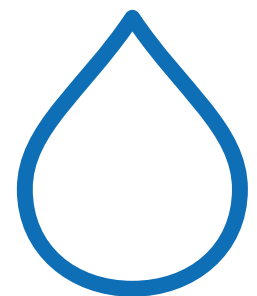
- By 2019, improve the average condition of paved county roads to a PCI (Pavement Condition Index) rating of 70.
- By 2019, I-205 expansion will be scheduled for federal, state and/or regional funding within the next 5 years.
- By 2022, Sunrise Phase II will be scheduled for federal, state, and/or regional funding within the next 5 years.
- By 2019, the county will adopt appropriate statewide goal exceptions for the Arndt Road extension and include it in the county Transportation System Plan.

### Wastewater Treatment

- By 2018, Clackamas County will have sewer plant improvements under construction (to be completed by 2020) that support the expected 20-year growth horizon.

<sup>2</sup> “Coordinated and focused strategy” means that the county will consider infrastructure, economic development, workforce training and other county resources in addition to a coordinated health, housing and human services strategy.

<sup>3</sup> This goal is intended to provide housing at a range of affordability. However, Affordable Housing generally refers to housing where residents spend less than 30% of their income on housing.



Sewer plant improvements to support

20

years of growth

## Connectivity

- By 2020, all Clackamas County residents will have access to high speed internet.

## County Facilities Planning Milestones

- By the end of 2018, the county will have a master plan for county facilities, including an assessment of the condition of county buildings and a funding plan, and improved public transportation service levels.
- By 2020, Clackamas County will begin a planning process for relocating the County Public Works facility.
- By 2020, Clackamas County will have a concept plan in place for a Family Justice Center Campus.
- By the end of 2022, Clackamas County will have completed construction and occupied a new County Courthouse on the Red Soils Campus.
- By 2022, Clackamas County will commence a planning process for a new Juvenile Services building and County Jail.



Complete construction on a new courthouse by

2022

## Ensure Safe, Healthy and Secure Communities

### Public Health

- By 2020, there will be no domestic violence related homicides in Clackamas County.
- By 2019, the number of unsheltered veterans in Clackamas County will be zero.
- By 2020, 95% of all Clackamas County residents seeking behavioral health services will receive a response within 24 hours of expressing need.
- By 2020, there will be no suicides in Clackamas County.



By 2019, the number of unsheltered veterans will be

0

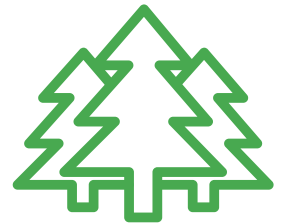
- By 2019, Clackamas County will have private or non-profit provided childcare on the Red Soils campus, without taxpayer subsidies.<sup>4</sup>

## Public Safety

- By 2020, juvenile recidivism will be below 17%.
- By 2020, adult recidivism, measured by arrests and convictions, will be reduced by 10%.
- By 2020, Clackamas County will achieve a Community Rating System score for flood safety (CRS) of 6, resulting in substantial savings in flood insurance premiums for county residents.

## Honor, Utilize, Promote and Invest in our Natural Resources

- By 2022, five new natural resource-based processors will be located in Clackamas County.
- By 2020, Clackamas County will adopt a Master Plan for surface water management that will enhance the quality of surface water.
- By 2020, there will be access to state and federal forest resources for the purpose of supplying materials for the carbon-friendly cross laminated timber production industry.



Access to state and federal forest resources by the year

2020

to supply cross laminated timber

## Build Public Trust through Good Government

- By 2018, all Board-directed county departments will measure customer service and satisfaction.
- By the 2018/2019 Fiscal Year, 100% of the county budget will be attached to measurable customer results.

<sup>4</sup> This service will be paid by county employees and other users.

- Clackamas County will work to resolve differences with its local partners to avoid disputes and litigation.
- By 2019, 80% of county external customers surveyed will agree or strongly agree that:
  - county services were timely
  - county staff were courteous
  - information was readily available and understandable
  - they are happy with the services received



100%

of the county budget will be attached to measurable customer results

## Community Indicators

Community Indicators show how the county is doing in areas where the county government has a minimal level of influence. Tracking community indicators can provide important guidance on those areas where we do have control, and provide important information on areas that might warrant a higher level of focus in the future.

### Economy

- Job growth in Clackamas County should meet or exceed the regional average.
- Annual wages earned in Clackamas County should be at or above statewide average.
- The county's home ownership rate should be at or above 72%, the level before the Great Recession.
- New Capital Asset Investment in the county should rise 2.25% year over year.



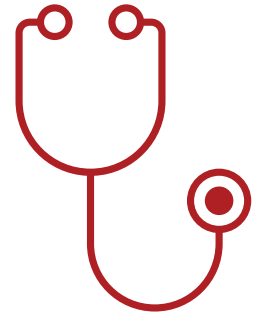
Home ownership at or above

72%

### Safe Healthy and Secure Communities

- The number of children in stable family homes will increase, as shown by a 10% annual reduction in those needing placement in foster care.

- Ninety-five percent (95%) of county residents will have access to routine health care, defined by having health insurance and a usual place of care.
- County health rankings will show Clackamas County among the three top-ranking counties in the state in at least 90% of health measures.
- There will be a year-over-year decrease in the number of people obtaining assistance in transitioning out of unsafe domestic situations.
- Year-over-year difference in person crime rate.
- Year-over-year difference in behavioral crime rate.
- Year-over-year difference in property crime rate.

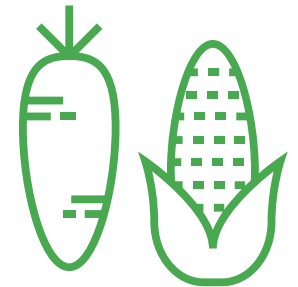


County residents with access to routine healthcare

95%

### Honor, Invest and Utilize Natural Resources

- The gross domestic product from agriculture lands in Clackamas County will increase by 5% each year.
- Tourist activity in Clackamas County should increase at or above the statewide rate.<sup>5</sup>



GDP of ag lands will increase

5%

every year

The county's strategic goals and milestones constitute the key policy direction to county departments over the next 3-5 years.

<sup>5</sup> Data Source: Tourist activity will be measured by "Visitor Destination Spending" State of Oregon Employment Department from Dean Runyan and Associates.

Visit <http://clackamas.clearpointstrategy.com/> to view *Results Dashboard*

## Performance Clackamas Results Dashboard

This page provides links to the most important part of Performance Clackamas – our results. You can click on any of the areas of focus below and see how we are doing in delivering what we say we will.

### Areas of Strategic Focus

Performance period: 2018



#### Build Public Trust Through Good Government

Clackamas County will design and deliver services that make a difference.



#### Grow a Vibrant Economy

Clackamas County promotes the future prosperity of county residents.



#### Build a Strong Infrastructure

Clackamas County ensures long-term investments in infrastructure that support the community.



#### Ensure Safe, Healthy, and Secure Communities

Clackamas County focuses on the well-being of all our families and communities.



#### Honor, Utilize, Promote, and Invest in our Natural Resources

Clackamas County cares about the abundant resources in both urban and rural areas.



#### Customer Service Satisfaction

Clackamas County encourages citizens and businesses to provide valuable feedback.



# Department Strategic Plans

As county departments complete the Performance Clackamas strategic planning process, we will make each plan available for review. When the process is complete, the public will have access to real-time reports that show the progress being made toward county and department goals.

- Business & Community Services
- County Administration
- County Counsel
- Community Corrections
- Disaster Management
- Finance
- Health, Housing & Human Services
- Human Resources
- Juvenile
- Public & Government Affairs
- Resolution Services
- Technology Services
- Transportation & Development
- Water Environment Services

Visit <https://www.clackamas.us/performance/plans.html> to view plans



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**CLACKAMAS**  
C O U N T Y

### BUDGET DOCUMENT

The 2019-20 budget for Clackamas County is detailed in this Budget 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 Clackamas County government. It makes generous use of narrative explanations and graphical displays to enhance readability.

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

The adopted budget detail is presented both by department and by fund. This format is designed to allow activities to be examined in terms of the parts they play in larger, function-based operations as well as in traditional accounting unit categories. In compliance with Oregon's Budget Law,\* the County adopts and monitors the budget by fund and by organizational unit within each fund. Finally, the Supplemental Information section contains a glossary of budget terms, a list of acronyms to help the reader navigate through the document and a copy of the ordinance adopting the budget together with the amounts adopted for each fund by organizational unit.

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

The final adopted budget has changed since the County Administrator's Budget Message, included in the introduction section of this book. The increase of \$5,545,142 from the proposed budget is due to the incorporation of a new Vehicle Registration Fee housed in the Department of Transportation and Development budget. More information about the fee is included in the Long Term Planning Efforts and Major Initiatives section of this Reader's Guide.

### 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 1,879 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 419,425 at the end of 2018, which is a gain of 6,425 since the same time in 2017 (and an approximate 10.4 percent increase since it was measured in 2010 during the U.S. Census). Clackamas County remains one of the more developable parts of the tri-county metropolitan area. As housing prices to continue to rise in the Portland metropolitan area, due to low supply and increasing demand, home buyers are looking to urban areas within Clackamas County.

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

Clackamas County and its component units are governed by a five-member [Board of County Commissioners](#). The Chair, unlike in some other jurisdictions, does not have singular authority above or beyond that of the other Commissioners. The function of the Board Chair is to conduct Commission meetings and events, to represent the Board's position on issues, and to coordinate 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.

Daily administrative functions are overseen by an appointed County Administrator, while the Board of Commissioners sets policy, adopts the annual budget and passes ordinances in accordance with state law. Following a nationwide

recruitment, the Board of Commissioners selected Gary Schmidt, formerly Director of the County's Public and Government Affairs department, as the County Chief Executive Officer. 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 other elected officials, who serve as department heads overseeing their respective functions. The Sheriff provides patrol, investigation, civil process, and corrections services; the District Attorney prosecutes criminal charges and maintains family support enforcement; the Treasurer is investor and custodian of County funds; the County Clerk conducts elections and maintains official records and 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. With the 2009 creation of a Clackamas County Justice Court, which hears traffic violation cases, small claims and other judicial matters once coming before the Circuit Court, an eleventh elected position, Justice of the Peace, was created. Elected officials have greater autonomy than appointed department heads but must still have their budgets approved by the Budget Committee.

An integral part of County governance is the Budget Committee. In accordance with 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. Compensation for elected officials is recommended by the Compensation Board for Elected Officials as part of the annual budget process. 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.

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

- [Clackamas County Development Agency, an Urban Renewal Agency](#)
- Clackamas County Enhanced Law Enforcement Service District
- [North Clackamas Parks and Recreation District](#)
- [Water Environment Services](#), a regional sanitary sewer district
- [Clackamas County Service District No. 5](#), a street and highway lighting district
- [Clackamas County Extension and 4-H Service District](#)
- [Library Services District of Clackamas County](#)
- [The Housing Authority of Clackamas County](#)

### **Long Term Planning Efforts and Major Initiatives**

In 2014, Clackamas County embarked on a large scale strategic planning effort, emphasizing the relationship between providing budget resources and measureable progress toward declared goals of the governing body and related customer satisfaction. This program, called ***Performance Clackamas***, has changed our approach to budget development and tracking of outcomes, so that measurable progress toward Board goals will be provided to County residents. During 2019 fiscal year, several more departments developed strategic plans and measurements to support performance based budgets. Departments provide quarterly reports on strategic results to County Administration and annual reports to the Board through the budget process.

An ordinance setting a \$30 per year countywide vehicle registration fee will go into effect January 2020. The fee applies to cars, pick-up trucks, vans and other passenger vehicles registered in the county. Commissioners approved the ordinance following years of analysis and discussions with the community, businesses and cities in the county. By state law, 40 percent of the revenue will go to cities. Ten percent will collect into a strategic investment fund for the county and cities to fund multi-jurisdictional projects while the remaining 50 percent will be spent by the county on unincorporated areas. Funds will be used to relieve congestion, maintain local roads and implement safety improvements.

Preliminary design work, funded by the state, is underway to widen the county's major interstate I-205 between OR 213 and Stafford Road. This section creates a bottleneck that causes congestion, crashes and delays for workers and freight. The projects should reduce congestion, increase safety and provide enhanced economic development opportunities and freight mobility in the county's Industrial Area.

During the 2017 Oregon Legislative Session, HB 5006 provided the County with \$1.2 million in planning money as initial support for Courthouse replacement. According to a recent consultant's report, the current Courthouse, while historic, lacks capacity and is situated on soil that is subject to liquefaction and landslides in a significant seismic event. Project

planning has begun and a conceptual rendering has been shared with our project partners. In June 2019 the Oregon Legislature passed a bill authorizing \$31.5 million for construction of the new courthouse. The state funding is contingent upon Clackamas County securing matching funds for the local share of the project. County officials are currently exploring various funding options which may include a voter-approved bond measure.

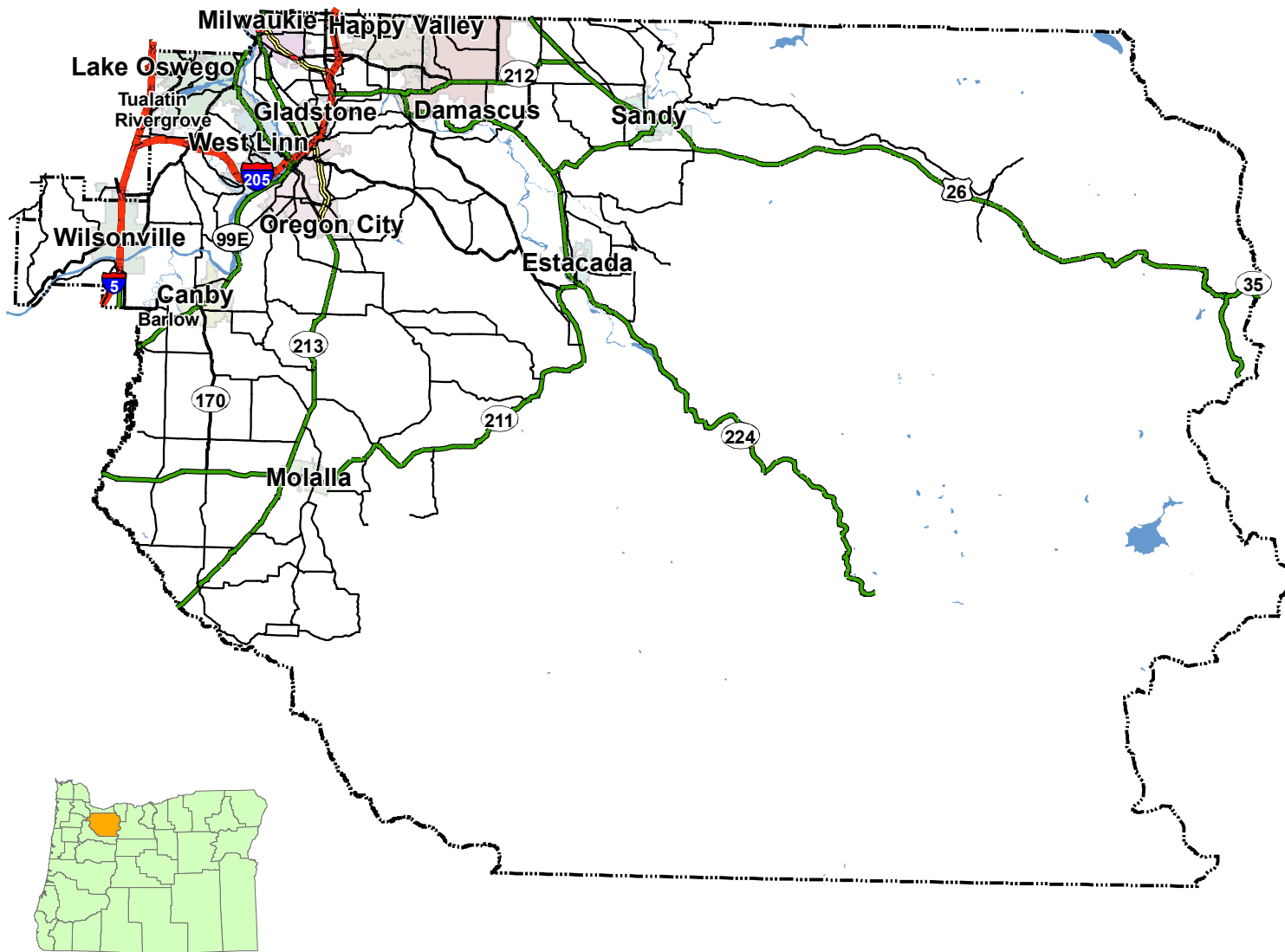
The County houses a robust Extension and 4-H Program that is funded by a service district passed by voters in 2008. The Extension is overseen in partnership with Oregon State University. Its informal education programs are developed with local citizens to address their needs and solve their problems leveraging the most up-to-date science based on university research. Construction on a new Extension Education Center building will begin soon on a parcel of land adjacent to the County's campus. The Center will be a showcase for the latest in advanced wood technologies and the first net-zero public building in the county. This, along with the above mentioned courthouse project, will bring a great deal more activity to the County which will likely generate additional economic opportunities in the area.

In May 2019 the Board of County Commissioners adopted the Clackamas County Brownfields Land Bank Authority Business Plan. A Land Bank Authority would assist in remediating, redeveloping and revitalizing brownfields without the liabilities traditionally associated with these properties. Once rehabilitated, these sites can serve as employment lands to meet the needs of expanding or relocating businesses, as sites for new affordable housing developments, or can be turned into community parks or open spaces.

## **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 and a host of other information is available via the County's website which can be found at <http://www.clackamas.us>. Budget information is also available at the County Finance Office, 2051 Kaen Road, Oregon City, and at each Budget Committee meeting. Notices of Budget Committee and Board of Commissioners meetings are published in The Clackamas Review and/or The Lake Oswego Review in the legal notice section. In addition to budget matters, there are over fifty other advisory boards and commissions working on a wide variety of issues of interest to County citizens. Detailed information about each of these groups can be found online at <https://web3.clackamas.us/abc/abc.jsp>.

# CLACKAMAS COUNTY



GEOGRAPHIC INFORMATION SYSTEMS

DEPARTMENT OF INFORMATION SERVICES/GEOGRAPHIC INFORMATION SYSTEMS  
121 LIBRARY COURT  
OREGON CITY, OREGON 97045



The information on this map was derived from digital databases from Clackamas County GIS. Care was taken in the creation of this map but is provided "as is". Clackamas County cannot accept any responsibility for any errors, omissions, or positional accuracy, and therefore, there are no warrants made which accompany this product. Although numerous street and property lines have been used in the creation of this product, in no way does this product represent or constitute a Land Survey. Users are cautioned to field verify information on this product before making any decisions.

## **FINANCIAL STRUCTURE**

Clackamas County organizes its financial information into five standard fund groups. Included is one General Fund, along with numerous special revenue, debt service, internal service and enterprise, and capital projects funds. All funds are disclosed in an annual comprehensive financial report and audited by an independent auditing firm. Although not a permanent fund, at present there is also a trust and agency fund to account for the dissolution of the City of Damascus, settlement of its obligations and transfer of remaining assets to former city residents.

Clackamas County adopts a balanced budget meaning that the estimate of resources must equal the estimate of requirements for each fiscal year. This does not mean that all resources are spent each year. It does mean 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 and all funds are appropriated. The resolution authorizing appropriations for each fund sets the level by which expenditures cannot legally exceed appropriations. For Fiscal Year 2019-20, Clackamas County appropriations are controlled at the organizational unit level for all funds with separate allocations for amounts that are not attributable to an organizational unit if applicable. Contingency is the most common allocation not attributable to a specific organizational unit.

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.

The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities and fund equity. The Financial Management Information System carries sub-ledgers for revenues and expenditures with a controlling account for each within the liability section of the balance sheet for each fund.

Although the accounting records are organized and budgets presented as outlined above, this budget document also organizes activities into departments which do not correlate to the fund groupings. For example, the Clerk's Department is comprised of an organization in the General Fund and a separate internal service fund, but both are presented together to provide a clearer picture of the activities of this functional unit.

## **BASIS OF ACCOUNTING AND BUDGETING**

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

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

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

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



## BUDGET ADOPTION PROCESS

|                            |   |
|----------------------------|---|
| <b>September</b>           | Quarterly Budget Committee planning session<br>Review multi-year forecast   |
| <b>November – December</b> | Board of County Commissioners meets to discuss budget priorities and goals and establish budget calendar<br><br>Quarterly Budget Committee planning session<br>Review multi-year forecast |
| <b>January</b>             | Budget Office prepares revenue estimates, calculates department cost allocations and personnel costs  |
| <b>February</b>            | Budget workshop for departments   |
| <b>March - April</b>       | Quarterly Budget Committee planning session<br>Review multi-year forecast<br><br>Budget and capital planning reviews with departments, proposed budget finalized                          |
| <b>May</b>                 | Budget Committee holds public meetings and approves budget  |
| <b>June</b>                | Board of County Commissioners adopts Budget   |

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 (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established by program organizational unit for all individual funds, 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.

The County's budget process begins in 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 system is applied in a manner consistent and compliant with rules about 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 Preparation Manual. A budget workshop is held to distribute manuals to those staff members charged with preparation of the upcoming year's budget. At that meeting, new policies and guidelines are discussed, as are any changes in procedure. Departments then spend the next several weeks compiling their budget requests for the upcoming year.

Each department submits its complete budget package to the Budget Office. The budget staff reviews the information to verify that all required documents are included; that anticipated revenues balance with expenditures in all funds outside the General Fund; and that any proposed increase in personnel is accompanied by the appropriate new position request/justification. The Budget Manager then reviews all materials and conducts preliminary analysis prior to review by the County Administrator, the designated Budget Officer.

The County Administrator reviews all budget submissions, proposes revisions where necessary, determines recommended levels of General Fund support and balances the budget. A meeting is then scheduled with each department head to discuss the budget and any proposed changes.

The Budget Committee is given the responsibility of convening public hearings during which they receive the budget message and budget document, hear public testimony and approve a budget for the County. The County Administrator presents his budget message during the first meeting. At the public meetings, each department head speaks briefly about his or her department's strategic plan and summarizes the budget request being submitted. The Budget Committee has the opportunity to ask any questions about the requests prior to making decisions on funding levels for each department. Public testimony is heard and the Budget Committee agrees upon an approved budget.

Prior to 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 prior to July 1 of the fiscal year, in order for the County to have appropriation authority for the coming year. Oregon Budget Law provides the Board authority to amend the budget approved by the Budget Committee in any fund by up to 10% provided the source of any additional revenue does not affect the tax levy amounts approved by the Budget Committee. The adopted budget document is then finalized, printed and distributed for use as a fiscal plan for the upcoming year.

### **BUDGET REVISION PROCESS**

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

The Board of County Commissioners may approve the change by resolution during a regular weekly business meeting, providing prior notice has been published. Public testimony is accepted at the hearing if anyone wishes to air concerns regarding the proposed appropriation changes. Oregon Local Budget Law also allows for additional appropriations in special circumstances when new funds are dedicated to a specific purpose (ORS 294.338). The additional appropriations are approved by resolution of the Board at their regular weekly meeting as needed. Budget transfers between categories within a fund are approved by resolution of the Board of County Commissioners. Transfers are processed as needed. Adjustments of line-item appropriations within a budgetary category and organizational unit are also processed as needed. These changes do not require action by the Board of County Commissioners.

### **COUNTY DEBT SUMMARY**

The County follows ORS 287A provisions for limitations on bonded indebtedness. The provision states a county may not issue or have outstanding at the time of issuance general obligation bonds in a principal amount that exceeds two percent of the real market value of the taxable property in the County, or \$69,873,614,000. The County has \$57,785,000 or 0.082% of general obligation bonds issued as of June 30, 2018. The amount of revenue bonds or full faith and credit bonds permitted by the provision is one percent of the real market value of all taxable property in the county or \$69,873,614,000. The County has full faith and credit obligations of \$144,835,000 or 0.207% of the real market value of all taxable property, and revenue bond obligations of \$109,265,022 or 0.156% of the real market value of all taxable property as of June 30, 2018, and is in compliance with the legal debt margin requirements.

Outstanding debt accounted for in the General County budget for Fiscal Year 2019-20 totals \$129,945,000 and includes the following obligations with a claim on the General Fund of the County.

The County issued debt in 2003 to fund construction of a new Public Services Building and update the Emergency Operations Center located on the County's Red Soils property in Oregon City. The County also purchased the Public Safety Training Center from Clackamas Community College. This facility provides training and meeting space for the Clackamas County Sheriff's Office and other law enforcement agencies as well as a public shooting range. These two issues were replaced by a refunding bond in 2012 to take advantage of lower interest rates and this new combined debt has a current balance of \$14,985,000. With its final payment due in 2033, this issue has the longest term.

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. This Development Services Building and campus improvements were completed in 2008. The initial debt was replaced with a refunding bond in 2018 to reduce interest expense. The original debt was \$49,990,000 and the balance on the 2018 refunding is \$23,370,000. Debt service extends through 2027.

In 2009, debt was issued in the amount of \$34,795,000 to finance updating, remodeling and repurposing facilities for use by the Sheriff 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 is \$21,045,000 and will be paid off by 2029.

In 2012, Clackamas County issued \$20,080,000 in debt to finance its share of the Portland-Milwaukie Light Rail project. The balance outstanding is \$15,290,000 with the final payment due in 2027.

Finally on December 1, 2016, the County issued \$59,000,000 in general obligation bonds as approved by voters in May 2016. This debt is to be payable over a maximum of 15 years and is being undertaken for the purpose of replacing an obsolete first responders emergency radio communications system, expanding coverage, and reinforcing for disasters. The projected levy will not exceed 10 cents per \$1,000 of assessed value. This newest debt has a principal balance of \$55,255,000 and will be repaid in 2031.

Annual debt service accounts for less than 2% of the County's total budget and is not a significant constraint on operations.

The following table summarizes debt service obligations due each year to maturity:

| <u>Fiscal Year of Maturity</u> | <u>Principal</u>            | <u>Interest</u>            | <u>Annual Debt Service</u>  |
|--------------------------------|-----------------------------|----------------------------|-----------------------------|
| 2019-20                        | \$ 8,735,000                | \$4,879,386                | \$13,614,386                |
| 2020-21                        | \$ 9,290,000                | \$4,553,609                | \$13,843,609                |
| 2021-22                        | \$ 9,920,000                | \$4,127,848                | \$14,047,848                |
| 2022-23                        | \$10,485,000                | \$3,726,501                | \$14,211,501                |
| 2023-24                        | \$11,140,000                | \$3,254,202                | \$14,394,202                |
| 2024-25                        | \$11,510,000                | \$2,751,548                | \$14,261,548                |
| 2025-26                        | \$12,250,000                | \$2,260,091                | \$14,510,091                |
| 2026-27                        | \$12,980,000                | \$1,735,612                | \$14,715,612                |
| 2027-28                        | \$16,230,000                | \$1,271,105                | \$17,501,105                |
| 2028-29                        | \$ 9,500,000                | \$ 851,063                 | \$10,351,063                |
| 2029-30                        | \$ 7,370,000                | \$ 540,563                 | \$ 7,910,563                |
| 2030-31                        | \$ 7,805,000                | \$ 319,463                 | \$ 8,124,463                |
| 2031-32                        | \$ 1,325,000                | \$ 85,313                  | \$1,410,313                 |
| 2032-33                        | \$ 1,405,000                | \$ 43,906                  | \$1,448,906                 |
| <b>Total</b>                   | <b><u>\$129,945,000</u></b> | <b><u>\$30,400,203</u></b> | <b><u>\$160,345,203</u></b> |

|                                      | 2016-17<br>Actual  | 2017-18<br>Actual  | 2018-19<br>Budget  | 2018-19<br>Est Actual | 2019-20<br>Budget  | Percent<br>Change |
|--------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|-------------------|
| <b>Resources by Category</b>         |                    |                    |                    |                       |                    |                   |
| Beginning Fund Balance               | 140,440,663        | 227,889,295        | 234,939,224        | 235,956,792           | 198,191,884        | -15.64%           |
| <b>Current Revenues</b>              |                    |                    |                    |                       |                    |                   |
| Prior Year Revenue                   | 12,154,085         | 5,710,769          | 1,160,290          | 1,915,635             | 385,299            |                   |
| Taxes                                | 127,926,390        | 137,783,740        | 144,458,118        | 147,402,296           | 151,194,866        | 4.66%             |
| Federal Revenue                      | 25,038,108         | 22,437,610         | 29,020,672         | 25,929,319            | 26,047,292         | -10.25%           |
| State Revenue                        | 88,146,808         | 89,128,037         | 106,088,889        | 102,354,255           | 100,510,994        | -5.26%            |
| Local Revenue                        | 18,244,339         | 17,771,912         | 20,739,612         | 20,217,070            | 22,203,573         | 7.06%             |
| Licenses                             | 17,888,501         | 17,150,853         | 14,667,411         | 16,696,703            | 15,896,352         | 8.38%             |
| Fees & Fines                         | 121,281,596        | 120,942,439        | 127,499,786        | 122,177,102           | 147,089,026        | 15.36%            |
| Other Revenue                        | 128,112,969        | 96,855,947         | 71,410,159         | 66,078,606            | 72,446,920         | 1.45%             |
| Interfund Transfers                  | 118,952,986        | 121,074,266        | 129,993,463        | 129,262,350           | 128,884,717        | -0.85%            |
| <b>Subtotal Current Revenues</b>     | <b>657,745,782</b> | <b>628,855,573</b> | <b>645,038,400</b> | <b>632,033,336</b>    | <b>664,659,039</b> | <b>3.04%</b>      |
| <b>Total Resources</b>               | <b>798,186,445</b> | <b>856,744,868</b> | <b>879,977,624</b> | <b>867,990,128</b>    | <b>862,850,923</b> | <b>-1.95%</b>     |
| <b>Requirements by Category</b>      |                    |                    |                    |                       |                    |                   |
| <b>Current Expenditures</b>          |                    |                    |                    |                       |                    |                   |
| Personal Services                    | 232,423,031        | 248,877,080        | 287,042,833        | 269,171,860           | 308,551,677        | 7.49%             |
| Materials & Services                 | 137,859,820        | 161,163,416        | 185,682,511        | 158,960,297           | 170,531,206        | -8.16%            |
| Allocated Costs                      | 32,162,744         | 35,111,886         | 37,141,237         | 36,450,457            | 40,761,399         | 9.75%             |
| Capital Outlay                       | 23,444,422         | 9,887,603          | 43,504,444         | 24,592,767            | 44,895,173         | 3.20%             |
| <b>Subtotal Current Expenditures</b> | <b>425,890,017</b> | <b>455,039,985</b> | <b>553,371,025</b> | <b>489,175,381</b>    | <b>564,739,455</b> | <b>2.05%</b>      |
| Debt Service                         | 13,517,613         | 14,828,209         | 13,640,761         | 13,648,002            | 13,858,689         | 1.60%             |
| Special Payments                     | 11,936,535         | 29,845,613         | 56,483,701         | 36,923,701            | 30,614,068         | -45.80%           |
| Interfund Transfers                  | 118,952,986        | 121,074,266        | 131,170,964        | 129,665,861           | 128,721,075        | -1.87%            |
| Reserves                             | -                  | -                  | 62,764,964         | -                     | 57,231,747         | -8.82%            |
| Contingency                          | -                  | -                  | 62,546,209         | -                     | 67,685,889         | 8.22%             |
| Ending Fund Balance                  | 227,889,294        | 235,956,795        | -                  | 198,577,183           | -                  |                   |
| <b>Total Requirements</b>            | <b>798,186,445</b> | <b>856,744,868</b> | <b>879,977,624</b> | <b>867,990,128</b>    | <b>862,850,923</b> | <b>-1.95%</b>     |
| <b>Full-Time Equivalent (FTE's)</b>  | <b>2,067</b>       | <b>2,099</b>       | <b>2,172</b>       | <b>2,172</b>          | <b>2,190</b>       | <b>0.81%</b>      |

On the preceding page is a summary of Clackamas County's financial resources and requirements over the last four years. Audited revenues and expenditures are available for fiscal years 2016-17 and 2017-18. For fiscal year 2018-19, both the amended budget and estimated actual resources and expenditures are shown. Finally the adopted budget for fiscal year 2019-20 is presented. Since both actual data and budgets are shown on the previous page, it is important to be careful when comparing them. Budgets represent planned or anticipated activity; they are totals not to be exceeded. As the Beginning Fund Balance line indicates, not all resources are spent during a year. Actual expenditures will always be less than budgeted expenditures.

The Clackamas County budget for fiscal year 2019-20 totals \$862,850,923 which amounts to a decrease of \$17,126,701 from the 2018-19 total amended budget. This general overview is intended to provide brief explanations of the major categories reported and highlight significant changes with particular attention to differences between the two budget columns. More complete information about resources and expenditures as they relate to particular departments and funds is presented throughout the subsequent sections of this book.

Beginning Fund Balance is revenue carried forward from the previous year. It is a critical revenue source as it contains the accumulation of funds over time and is a measure of the strength and ability of the County to meet the challenges of the future and withstand emergencies. Preservation of fund balance reflects sustained effort on the part of County departments to curtail spending wherever possible and preserve resources. Variations do occur from year to year. For 2019-20, fund balance is \$198.2 million or 15% lower than was budgeted for 2018-19. The decrease is due to expenditure of bond proceeds as intended for emergency communication equipment.

Comparing budget to budget, Property Tax revenue increased \$6.7 million or 4.6% for 2019-20 due to strengthening property values, strong collections and the third year of an additional levy to service debt on a new issue of general obligation bonds. Under normal circumstances, the annual growth limit for property tax on unchanged properties in Oregon is 3%. During periods of robust construction, additional property tax revenue generated by new development adds another 2% to 3% to growth.

Federal Revenue is expected to decline by nearly \$3 million or 10%. Programs receiving funding remain much the same for 2019-20 with modest increases in several human services programs. However, this category has been negatively impacted in recent years by the reduction of Secure Rural Schools and Community Self-Determination Act (timber) revenues.

State Revenue, an important but variable resource for the County, is expected to decrease by \$5.5 million or 5% during 2019-20. The largest beneficiary of state support is the Health, Housing and Human Services funds at \$41 million. The Road Fund will receive \$32.8 million from motor vehicle and fuel tax and Community Corrections will collect \$9 million.

Local Revenue, a smaller but still important resource, is budgeted to increase by \$1.4 million or 7%. This category includes grants and other payments from many agencies and covers a wide variety of services. The Sheriff records payments from cities, schools and METRO for contracted police services in this category. For 2019-20, these contracts are expected to total \$9.3 million. Another example of Local Revenue is transient room tax which supports tourism promotion and will generate \$5.4 million.

License Revenue is generally consistent from year to year. It is expected to generate \$15.9 million in 2019-20 which is 8% more than was budgeted in 2018-19. This category was higher than usual in 2016-17 and 2017-18 due to increased construction activity. Typically the largest inflows to this category come from building permits and other development-related charges. The Licenses category includes system development charges which help pay for transportation capacity improvements necessitated by new development. Cable franchise fees and garbage hauler fees are also included in this category.

Fees and Fines are budgeted to increase \$19.5 million or 15%. A significant portion of the revenue in this category comes from cost allocations through which County departments bill each other for the services they provide. Also in this category are recording fees collected in the County Clerk's office, dispatching fees in Emergency Communications, client fees in Community Health, greens fees at Stone Creek Golf Course, and fines imposed by the Clackamas County Justice Court. The increase in 2019-20 comes from anticipated payments from the Clackamas Extension and 4-H Service District for their new Extension Center to be constructed on the Red Soils Campus in Oregon City.

Other Revenue, a category that includes proceeds of debt issues and payroll reimbursements from other Clackamas agencies, remains fairly flat for 2019-20 at \$72.4 million. Significant fluctuations in this category are generally explained by debt issuance or construction activity. Such was the case in 2016-17 when the county issued bonds.

Interfund Transfers are moneys sent from one County fund to another. This category remains declines by \$1.1 million for 2019-20. Transfers to pay for planned capital projects usually account for most of the fluctuations from year to year. Most Interfund Transfers originate in the General Fund and are disbursed to support operations in other funds. The majority goes to public safety but other recipients include human services and a wide variety of other necessary government functions that do not generate revenue to support their operations.

In the discussion of Requirements by Category are Personnel Services which are budgeted to increase \$21.5 million or 7.5%. The 2019-20 budget provides for 20 additional full-time equivalent positions, primarily in the Business and Community Services Department as well as public safety areas such as Emergency Communications, District Attorney and the Sheriff's Department. Countywide changes in personnel are discussed later in this Financial Summaries section and in greater detail as they relate to specific work units in the Budget by Department section. Budgets for Personnel Services almost always exceed actual expenditures due to vacancies that occur during the year.

Materials and Services (M&S) are budgeted to decrease \$15 million or 8% compared to the prior year's budget. Because so many items are included under the Materials and Service umbrella, there are many factors contributing to a change in the overall total. Like Personnel Services, M&S is a category where actual costs tend to fall below the budgeted level.

Allocated Cost is the spending category through which county operations charge each other for services such as payroll processing, computer support and facilities maintenance. Allowable costs are calculated in compliance with federal requirements making some services eligible for reimbursement from grant funds. For 2019-20 total allocated costs are increasing \$3.6 million or 9.75%.

The Capital Outlay budget is anticipated to grow by \$1.4 million or 3% in 2019-20. This category includes both capital purchases such as vehicles and capital projects such as bridge construction. Capital expenditures have been higher in the recent past as this was a period during which the County constructed improvements at the Brooks Building, jail and evidence processing facility for the Sheriff and a fiber infrastructure that will increase data connectivity for underserved areas. The network is making affordable broadband access available to public entities including schools, hospitals and public safety operations. The increase for 2019-20 is due to additional road 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 remains relatively flat at \$13.8 million. In recent years this category has reflected new issues to finance the Public Services and Development Services buildings at the Red Soils campus, improvements at the Brooks Building, jail, evidence processing facility, and most recently, the purchase of emergency radio equipment.

Special Payments is a budgetary category used primarily for payments to other organizations for which goods or services are not received in return. It was budgeted abnormally high in 2017-18 to accommodate anticipated reimbursements to local governments for their expenditure on emergency communications systems. These reimbursements were not requested as quickly as expected and carried over to 2018-19. This category also provides for the potential payment of \$2.1 million in dedicated library capital project support to eligible city libraries should they complete construction plans and request disbursement of their shares.

The Interfund Transfers expense category is essentially the mirror image of the Interfund Transfers revenue category. This is where the paying funds record the expense they incur to send the money to the receiving funds.

Reserves and Contingency are two requirement categories that do not appear in years for which actual expenditure data is available. They do appear in budgets however. Reserves are funds set aside for future use and not intended to be spent during the current fiscal year. Contingencies are also funds set aside but they are considered available if needed for unforeseen circumstances that may arise in the current year. Countywide, Reserves are down almost \$5.5 million but Contingency grew by \$5.1 million for a combined decrease of about \$400,000.

Ending Fund Balance appears only for years showing actual expenditures. This line reflects total money received but not spent. It shows up as a resource for the ensuing year. A more detailed discussion of Fund Balances can be found in the Revenue Analysis section.

**Resources by Fund and Category 2019-2020 Adopted Budget**

| <b>FUNDS</b>                                       | Taxes (1)          | Federal Revenue   | State Revenue      | Local Revenue     | Licenses & Permits | Fees, Fines & Chg Svcs | Other Revenue     | Interfund Transfers | Prior Year Revenue | Beg Fund Balance   | Adopted Budget     |
|--|--------------------|-------------------|--------------------|-------------------|--------------------|------------------------|-------------------|---------------------|--------------------|--------------------|--------------------|
| <b>General Fund</b>                                |                    |                   |                    |                   |                    |                        |                   |                     |                    |                    |                    |
| General Fund                                       | 134,018,289        | 640,000           | 6,294,179          | 311,879           | 1,991,968          | 16,764,501             | 24,281,557        | 3,457,044           | -                  | 55,125,281         | 242,884,698        |
| Sub-Total  | 134,018,289        | 640,000           | 6,294,179          | 311,879           | 1,991,968          | 16,764,501             | 24,281,557        | 3,457,044           | -                  | 55,125,281         | 242,884,698        |
| <b>Special Revenue Funds</b>                       |                    |                   |                    |                   |                    |                        |                   |                     |                    |                    |                    |
| County Fair Fund                                   | -                  | -                 | 53,167             | 20,000            | -                  | 503,000                | 898,000           | 569,433             | -                  | 206,900            | 2,250,500          |
| Building Codes Fund                                | -                  | -                 | -                  | -                 | 6,984,142          | 406,195                | 140,405           | -                   | -                  | 7,801,540          | 15,332,282         |
| Resolution Services Fund                           | -                  | -                 | 80,662             | 10,000            | 26,000             | 894,925                | -                 | 666,388             | -                  | 20,304             | 1,698,279          |
| Business & Economic Dev Fund                       | -                  | 100,000           | 1,880,000          | -                 | 10,000             | 1,025,750              | 205,000           | 100,000             | -                  | 2,807,191          | 6,127,941          |
| Disaster Management Fund                           | -                  | 1,460,191         | 8,000              | -                 | -                  | -                      | -                 | 2,256,168           | -                  | 937,016            | 4,661,375          |
| Law Library Fund                                   | -                  | -                 | -                  | -                 | -                  | 2,000                  | 350,354           | -                   | -                  | 278,746            | 631,100            |
| Library Services Fund                              | -                  | -                 | 8,657              | 2,232,090         | -                  | 170,504                | 786,800           | 2,597,275           | -                  | 4,096,257          | 9,891,583          |
| Parks Fund   | -                  | 1,350             | 816,000            | -                 | -                  | 1,009,256              | 29,000            | 691,729             | -                  | 703,922            | 3,251,257          |
| Planning Fund                                      | -                  | -                 | -                  | 255,000           | 101,000            | 692,900                | 10,000            | 2,755,001           | -                  | 1,522,076          | 5,335,977          |
| Road Fund  | -                  | 1,824,608         | 37,154,043         | 1,028,001         | 242,000            | 8,690,064              | 4,230,280         | 356,747             | -                  | 24,361,371         | 77,887,114         |
| Sheriff Fund                                       | 12,444,636         | 940,097           | 280,000            | 9,278,309         | 603,500            | 2,303,850              | 6,594,267         | 66,058,400          | -                  | 1,294,151          | 99,797,210         |
| <b>Code Enforce, Resource Cons&amp;Solid Waste</b> |                    |                   |                    |                   |                    |                        |                   |                     |                    |                    |                    |
| Property Resources Fund                            | -                  | -                 | -                  | 585,000           | 2,202,000          | 1,334,378              | 52,140            | 271,136             | -                  | 2,292,988          | 6,737,642          |
| Community Corrections Fund                         | -                  | 316,365           | 8,726,775          | 140,000           | -                  | 806,805                | 170,230           | 4,790,582           | -                  | 3,214,152          | 18,164,909         |
| District Attorney Fund                             | -                  | 1,994,348         | 753,951            | -                 | -                  | 281,766                | -                 | 11,304,057          | -                  | 604,917            | 14,939,039         |
| Justice Court Fund                                 | -                  | -                 | -                  | -                 | -                  | 3,834,850              | -                 | -                   | -                  | 1,430,719          | 5,265,569          |
| Transportation SDC Fund                            | -                  | -                 | -                  | -                 | 1,755,000          | 14,500                 | 57,300            | -                   | -                  | 11,142,766         | 12,969,566         |
| Public Land Corner Preserv Fund                    | -                  | -                 | -                  | -                 | -                  | 602,000                | 12,750            | -                   | -                  | 958,944            | 1,573,694          |
| Health, Housing & Human Svcs Admin Func            | -                  | -                 | 32,582             | -                 | -                  | 1,262,335              | -                 | 1,855,025           | -                  | 439,637            | 3,589,579          |
| Clack Behavioral Health Fund                       | -                  | 1,703,017         | 19,918,809         | -                 | -                  | 1,369,520              | 12,720            | 933,679             | -                  | 5,822,877          | 29,760,622         |
| Social Services Fund                               | -                  | 6,453,305         | 15,699,789         | 513,925           | -                  | 3,217,907              | 135,000           | 3,357,598           | -                  | 4,987,978          | 34,365,502         |
| Community Development Fund                         | -                  | 4,508,538         | -                  | 700,000           | -                  | 110,000                | 619,351           | 48,279              | -                  | 665,039            | 6,651,207          |
| Children, Youth & Families Fund                    | -                  | 1,064,525         | 3,656,850          | 176,940           | -                  | 336,000                | -                 | 2,675,533           | -                  | 1,450,881          | 9,360,729          |
| Dog Services Fund                                  | -                  | -                 | -                  | -                 | 560,000            | 66,000                 | 34,700            | 1,752,611           | -                  | 979,041            | 3,392,352          |
| Public Health Fund                                 | -                  | 1,648,978         | 1,489,138          | 838,491           | 1,382,742          | 2,059,625              | 56,500            | 2,708,765           | 25,868             | 640,830            | 10,850,937         |
| Clackamas Health Centers Fund                      | -                  | 2,599,865         | 367,474            | -                 | -                  | 35,779,956             | 187,895           | 587,523             | -                  | 16,962,059         | 56,484,772         |
| Employer Contribution Res Fund                     | -                  | -                 | -                  | -                 | -                  | -                      | -                 | -                   | -                  | 2,757,044          | 2,757,044          |
| Cty Safety Net Legislation Local Proj Fund         | -                  | -                 | -                  | -                 | -                  | -                      | -                 | -                   | 359,431            | -                  | 359,431            |
| Transient Room Tax Fund                            | -                  | -                 | -                  | 5,425,636         | -                  | -                      | -                 | -                   | -                  | -                  | 5,425,636          |
| Juvenile Fund                                      | -                  | 139,929           | 1,544,558          | 134,350           | -                  | 54,484                 | -                 | 8,466,104           | -                  | 1,678,125          | 12,017,550         |
| Tourism Development Fund                           | -                  | -                 | -                  | 419,042           | -                  | -                      | 9,500             | 5,049,498           | -                  | 783,617            | 6,261,657          |
| Forest Mgmt Fund                                   | -                  | 102,176           | -                  | -                 | -                  | 750                    | 948,640           | 75,000              | -                  | 3,134,335          | 4,260,901          |
| Damascus Successor Private Purpose Trust Fur       | -                  | -                 | -                  | -                 | -                  | -                      | -                 | -                   | -                  | -                  | -                  |
| Sub-Total  | 12,444,636         | 24,857,292        | 92,470,455         | 21,756,784        | 13,866,384         | 67,216,281             | 16,017,793        | 119,926,531         | 385,299            | 106,350,460        | 475,291,915        |
| <b>Internal Svc &amp; Enterprise Funds</b>         |                    |                   |                    |                   |                    |                        |                   |                     |                    |                    |                    |
| Stone Creek Golf Course Fund                       | -                  | -                 | -                  | -                 | -                  | 2,850,000              | 7,000             | -                   | -                  | 750,059            | 3,607,059          |
| Clackamas Broadband Utility Fund                   | -                  | -                 | -                  | -                 | 38,000             | 2,008,000              | 200               | -                   | -                  | 243,898            | 2,290,098          |
| Records Management Fund                            | -                  | -                 | -                  | -                 | -                  | 640,177                | -                 | -                   | -                  | 157,935            | 798,112            |
| Facilities Management Fund                         | -                  | -                 | -                  | -                 | -                  | 10,478,599             | 2,381,858         | -                   | -                  | 597,860            | 13,458,317         |
| Telecommunication Svcs Fund                        | -                  | -                 | -                  | -                 | -                  | 2,781,247              | -                 | -                   | -                  | 991,811            | 3,773,058          |
| Technology Services Fund                           | -                  | -                 | 35,000             | -                 | -                  | 13,799,696             | 83,000            | -                   | -                  | 1,135,958          | 15,053,654         |
| Central Dispatch Fund                              | -                  | 550,000           | 1,711,360          | 134,910           | -                  | 6,223,807              | 24,702            | -                   | -                  | 1,225,487          | 9,870,266          |
| Self-Insurance Fund                                | -                  | -                 | -                  | -                 | -                  | 3,341,545              | 29,334,348        | -                   | -                  | 10,743,634         | 43,419,527         |
| Risk Management Claims Fund                        | -                  | -                 | -                  | -                 | -                  | 5,165,000              | 266,462           | -                   | -                  | 12,257,694         | 17,689,156         |
| Fleet Services Fund                                | -                  | -                 | -                  | -                 | -                  | 6,270,720              | 50,000            | -                   | -                  | 359,597            | 6,680,317          |
| Sub-Total  | -                  | 550,000           | 1,746,360          | 134,910           | 38,000             | 53,558,791             | 32,147,570        | -                   | -                  | 28,463,933         | 116,639,564        |
| <b>Debt Service Fund</b>                           |                    |                   |                    |                   |                    |                        |                   |                     |                    |                    |                    |
| Debt Service Fund                                  | -                  | -                 | -                  | -                 | -                  | 3,205,919              | -                 | 5,501,142           | -                  | -                  | 8,707,061          |
| General Obligation Bond Debt Service Fund          | 4,731,941          | -                 | -                  | -                 | -                  | -                      | -                 | -                   | -                  | 175,384            | 4,907,325          |
| Sub-Total  | 4,731,941          | -                 | -                  | -                 | -                  | 3,205,919              | -                 | 5,501,142           | -                  | 175,384            | 13,614,386         |
| <b>Capital Project Funds</b>                       |                    |                   |                    |                   |                    |                        |                   |                     |                    |                    |                    |
| DTD Capital Projects Fund                          | -                  | -                 | -                  | -                 | -                  | -                      | -                 | -                   | -                  | -                  | -                  |
| Capital Proj Reserve Fund                          | -                  | -                 | -                  | -                 | -                  | 6,343,534              | -                 | -                   | -                  | 8,047,397          | 14,390,931         |
| LID Construction Fund                              | -                  | -                 | -                  | -                 | -                  | -                      | -                 | -                   | -                  | 29,429             | 29,429             |
| Sub-Total  | -                  | -                 | -                  | -                 | -                  | 6,343,534              | -                 | -                   | -                  | 8,076,826          | 14,420,360         |
| <b>Total All Funds</b>                             | <b>151,194,866</b> | <b>26,047,292</b> | <b>100,510,994</b> | <b>22,203,573</b> | <b>15,896,352</b>  | <b>147,089,026</b>     | <b>72,446,920</b> | <b>128,884,717</b>  | <b>385,299</b>     | <b>198,191,884</b> | <b>862,850,923</b> |

**Requirements by Fund and Category 2019-2020 Adopted Budget**

| <b>FUNDS</b>                                | <b>Personnel Services</b> | <b>Materials &amp; Services</b> | <b>Allocated Costs</b> | <b>Capital Outlay</b> | <b>Debt Service</b> | <b>Special Payments</b> | <b>Interfund Transfers</b> | <b>Reserves</b>   | <b>Contingency</b> | <b>Adopted Budget</b> |
|---|---------------------------|---------------------------------|------------------------|-----------------------|---------------------|-------------------------|----------------------------|-------------------|--------------------|-----------------------|
| <b>General Fund</b>                         |                           |                                 |                        |                       |                     |                         |                            |                   |                    |                       |
| General Fund                                | 50,275,879                | 11,468,825                      | 9,907,106              | 130,947               | 244,303             | 15,305,220              | 118,162,863                | 17,123,148        | 20,266,407         | 242,884,698           |
| Sub-Total                                   | 50,275,879                | 11,468,825                      | 9,907,106              | 130,947               | 244,303             | 15,305,220              | 118,162,863                | 17,123,148        | 20,266,407         | 242,884,698           |
| <b>Special Revenue Funds</b>                |                           |                                 |                        |                       |                     |                         |                            |                   |                    |                       |
| County Fair Fund                            | 575,800                   | 1,277,231                       | -                      | 237,626               | -                   | 1,000                   | -                          | -                 | 158,843            | 2,250,500             |
| County School Fund                          | -                         | -                               | -                      | -                     | -                   | -                       | -                          | -                 | -                  | -                     |
| Building Codes Fund                         | 5,632,737                 | 1,629,457                       | 986,899                | 1,117,000             | -                   | -                       | -                          | 4,515,000         | 1,451,189          | 15,332,282            |
| Resolution Services Fund                    | 1,335,960                 | 173,573                         | 188,746                | -                     | -                   | -                       | -                          | -                 | -                  | 1,698,279             |
| Business & Economic Dev Fund                | 1,983,969                 | 2,172,640                       | 200,477                | -                     | -                   | 932,344                 | 63,000                     | -                 | 775,511            | 6,127,941             |
| Disaster Management Fund                    | 1,881,795                 | 1,555,910                       | 241,479                | 225,000               | -                   | 182,000                 | -                          | -                 | 575,191            | 4,661,375             |
| Law Library Fund                            | 276,924                   | 123,860                         | 74,583                 | -                     | -                   | -                       | -                          | 136,360           | 19,373             | 631,100               |
| Library Services Fund                       | 3,218,055                 | 2,182,708                       | 228,193                | 346,956               | -                   | 2,100,000               | -                          | 1,550,586         | 265,085            | 9,891,583             |
| Parks Fund                                  | 1,308,102                 | 631,291                         | 244,594                | 831,300               | -                   | 50,000                  | -                          | -                 | 185,970            | 3,251,257             |
| Planning Fund                               | 2,910,334                 | 1,072,459                       | 480,280                | 221,200               | -                   | -                       | -                          | 115,000           | 536,704            | 5,335,977             |
| Road Fund                                   | 20,513,612                | 22,575,413                      | 3,010,509              | 20,712,484            | -                   | 2,496,182               | -                          | 2,068,132         | 6,510,782          | 77,887,114            |
| Sheriff Fund                                | 75,854,234                | 16,955,838                      | 4,670,629              | 1,818,620             | -                   | 45,000                  | 452,889                    | -                 | -                  | 99,797,210            |
| Code Enforce, Resource Cons&Solid Waste     | 3,178,014                 | 1,344,152                       | 465,265                | 175,000               | -                   | -                       | 75,000                     | 834,424           | 665,787            | 6,737,642             |
| Property Resources Fund                     | 195,302                   | 548,722                         | 25,178                 | 360,000               | -                   | 140,000                 | 100,000                    | 1,708,855         | 160,902            | 3,238,959             |
| Community Corrections Fund                  | 13,144,451                | 3,698,442                       | 1,185,739              | 30,000                | -                   | 106,277                 | -                          | -                 | -                  | 18,164,909            |
| District Attorney Fund                      | 12,128,460                | 1,305,438                       | 1,065,141              | -                     | -                   | 440,000                 | -                          | -                 | -                  | 14,939,039            |
| Justice Court Fund                          | 909,068                   | 807,547                         | 274,314                | 48,995                | -                   | 1,800,000               | 700,000                    | -                 | 725,645            | 5,265,569             |
| Transportation SDC Fund                     | -                         | 60,526                          | 37,318                 | 10,000                | -                   | 1,546,000               | 55,000                     | 8,921,703         | 2,339,019          | 12,969,566            |
| Public Land Corner Preserv Fund             | 551,963                   | 89,872                          | 95,213                 | -                     | -                   | -                       | -                          | 669,924           | 166,722            | 1,573,694             |
| Hlth, Housing & Human Svcs Admin Fund       | 1,601,700                 | 1,420,513                       | 100,856                | -                     | -                   | -                       | 466,510                    | -                 | -                  | 3,589,579             |
| Behavioral Health Fund                      | 10,320,077                | 12,310,845                      | 2,331,225              | -                     | -                   | 649,948                 | 5,923                      | -                 | 4,142,604          | 29,760,622            |
| Social Services Fund                        | 14,667,981                | 11,743,410                      | 3,827,252              | 1,132,700             | -                   | 995,842                 | 11,103                     | -                 | 1,987,214          | 34,365,502            |
| Community Development Fund                  | 1,312,694                 | 4,101,034                       | 254,040                | 100,000               | -                   | 400,000                 | -                          | -                 | 483,439            | 6,651,207             |
| Children, Youth & Families Fund             | 4,121,191                 | 3,214,077                       | 686,958                | -                     | -                   | 1,332,213               | 6,290                      | -                 | -                  | 9,360,729             |
| Dog Services Fund                           | 2,016,837                 | 385,637                         | 480,268                | -                     | -                   | -                       | -                          | 281,079           | 228,531            | 3,392,352             |
| Public Health Fund                          | 6,669,024                 | 1,794,238                       | 1,347,502              | -                     | -                   | 501,657                 | -                          | -                 | 538,516            | 10,850,937            |
| Clackamas Health Centers Fund               | 31,649,320                | 4,055,182                       | 3,788,670              | -                     | -                   | -                       | 29,541                     | 9,666,103         | 7,295,956          | 56,484,772            |
| Employer Contribution Res Fund              | -                         | -                               | -                      | -                     | -                   | -                       | 2,757,044                  | -                 | -                  | 2,757,044             |
| City Safety Net Legislation Local Proj Fund | -                         | -                               | 13,174                 | -                     | -                   | 346,257                 | -                          | -                 | -                  | 359,431               |
| Transient Room Tax Fund                     | -                         | 100,000                         | -                      | -                     | -                   | -                       | 5,325,636                  | -                 | -                  | 5,425,636             |
| Juvenile Fund                               | 7,263,360                 | 3,902,386                       | 701,804                | -                     | -                   | -                       | -                          | -                 | 150,000            | 12,017,550            |
| Tourism Development Fund                    | 2,079,637                 | 3,432,660                       | -                      | -                     | -                   | 299,360                 | -                          | -                 | 450,000            | 6,261,657             |
| Forest Mgmt Fund                            | 558,585                   | 573,216                         | 70,942                 | 776,712               | -                   | 10                      | 280,847                    | 1,888,589         | 112,000            | 4,260,901             |
| Sub-Total                                   | 227,859,186               | 105,238,277                     | 27,077,248             | 28,143,593            | -                   | 14,364,090              | 10,328,783                 | 32,355,755        | 29,924,983         | 475,291,915           |
| <b>Internal Svcs &amp; Enterprise Funds</b> |                           |                                 |                        |                       |                     |                         |                            |                   |                    |                       |
| Stone Creek Golf Course Fund                | -                         | 2,486,457                       | 11,499                 | 288,000               | -                   | 5,000                   | 200,000                    | 366,065           | 250,038            | 3,607,059             |
| Clackamas Broadband Utility Fund            | 375,209                   | 411,105                         | 122,166                | 1,193,618             | -                   | 38,000                  | -                          | -                 | 150,000            | 2,290,098             |
| Records Management Fund                     | 472,091                   | 111,998                         | 177,353                | -                     | -                   | -                       | -                          | -                 | 36,670             | 798,112               |
| Facilities Management Fund                  | 6,140,298                 | 6,099,343                       | 472,676                | 566,000               | -                   | -                       | -                          | -                 | 180,000            | 13,458,317            |
| Telecommunication Svcs Fund                 | 1,074,871                 | 1,679,170                       | 259,017                | 760,000               | -                   | -                       | -                          | -                 | -                  | 3,773,058             |
| Technology Services Fund                    | 8,581,992                 | 3,001,260                       | 1,735,944              | 897,500               | -                   | -                       | -                          | 306,958           | 530,000            | 15,053,654            |
| Central Dispatch Fund                       | 7,877,337                 | 437,164                         | 430,599                | 20,000                | -                   | 901,758                 | -                          | -                 | 203,408            | 9,870,266             |
| Self-Insurance Fund                         | 1,741,955                 | 32,716,306                      | 129,628                | -                     | -                   | -                       | -                          | 2,274,579         | 6,557,059          | 43,419,527            |
| Risk Management Claims Fund                 | 1,364,571                 | 3,708,942                       | 104,168                | -                     | -                   | -                       | -                          | 3,446,102         | 9,065,373          | 17,689,156            |
| Fleet Services Fund                         | 2,788,288                 | 2,828,825                       | 291,253                | 250,000               | -                   | -                       | -                          | -                 | 521,951            | 6,680,317             |
| Sub-Total                                   | 30,416,612                | 53,480,570                      | 3,734,303              | 3,975,118             | -                   | 944,758                 | 200,000                    | 6,393,704         | 17,494,499         | 116,639,564           |
| <b>Debt Service Fund</b>                    |                           |                                 |                        |                       |                     |                         |                            |                   |                    |                       |
| Debt Service Fund                           | -                         | -                               | -                      | -                     | 8,707,061           | -                       | -                          | -                 | -                  | 8,707,061             |
| General Obligation Bond Debt Service Fund   | -                         | -                               | -                      | -                     | 4,907,325           | -                       | -                          | -                 | -                  | 4,907,325             |
| Sub-Total                                   | -                         | -                               | -                      | -                     | 13,614,386          | -                       | -                          | -                 | -                  | 13,614,386            |
| <b>Capital Project Funds</b>                |                           |                                 |                        |                       |                     |                         |                            |                   |                    |                       |
| Capital Proj Reserve Fund                   | -                         | 343,534                         | 42,742                 | 12,645,515            | -                   | -                       | -                          | 1,359,140         | -                  | 14,390,931            |
| LID Construction Fund                       | -                         | -                               | -                      | -                     | -                   | -                       | 29,429                     | -                 | -                  | 29,429                |
| Sub-Total                                   | -                         | 343,534                         | 42,742                 | 12,645,515            | -                   | -                       | 29,429                     | 1,359,140         | -                  | 14,420,360            |
| <b>Total All Funds</b>                      | <b>308,551,677</b>        | <b>170,531,206</b>              | <b>40,761,399</b>      | <b>44,895,173</b>     | <b>13,858,689</b>   | <b>30,614,068</b>       | <b>128,721,075</b>         | <b>57,231,747</b> | <b>67,685,889</b>  | <b>862,850,923</b>    |



**Requirements by Fund and Department 2019-20 Adopted Budget**

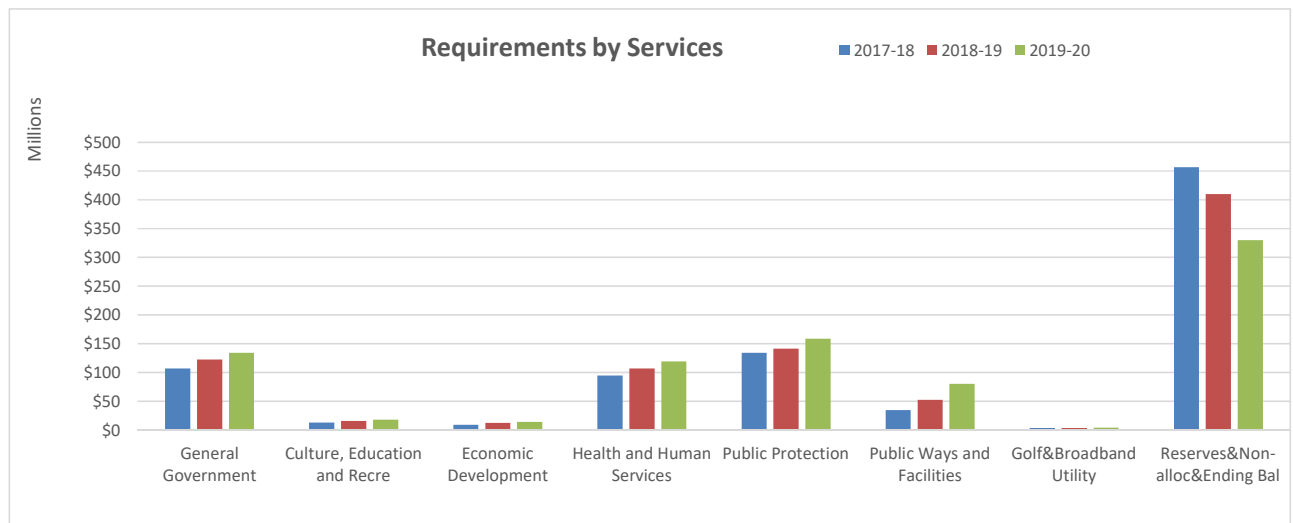
| <b>FUNDS</b>                                | General<br>City Admin | Assessor         | Clerk            | Treasurer        | Sheriff            | Dist Attorney     | Justice Court    | Juvenile          | Counsel          | Disaster<br>Mgmt | Emerg<br>Comm    |
|---|-----------------------|------------------|------------------|------------------|--------------------|-------------------|------------------|-------------------|------------------|------------------|------------------|
| <b>General Fund</b>                         |                       |                  |                  |                  |                    |                   |                  |                   |                  |                  |                  |
| General Fund                                | 4,517,376             | 8,952,543        | 3,423,803        | 1,109,763        | -                  | -                 | -                | -                 | 2,941,273        | -                | -                |
| Sub-Total                                   | 4,517,376             | 8,952,543        | 3,423,803        | 1,109,763        | -                  | -                 | -                | -                 | 2,941,273        | -                | -                |
| <b>Special Revenue Funds</b>                |                       |                  |                  |                  |                    |                   |                  |                   |                  |                  |                  |
| County Fair Fund                            | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Building Codes Fund                         | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Resolution Services Fund                    | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Business & Economic Dev Fund                | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Disaster Mgmt Fund                          | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | 4,661,375        | -                |
| Law Library Fund                            | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Library Services Fund                       | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Parks Fund                                  | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Planning Fund                               | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Road Fund                                   | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Sheriff's Operations Fund                   | -                     | -                | -                | -                | 99,797,210         | -                 | -                | -                 | -                | -                | -                |
| Code Enforce & Res Cons Fund                | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Property Resources Fund                     | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Community Corrections Fund                  | -                     | -                | -                | -                | 18,164,909         | -                 | -                | -                 | -                | -                | -                |
| District Attorney Fund                      | -                     | -                | -                | -                | -                  | 14,939,039        | -                | -                 | -                | -                | -                |
| Justice Court Fund                          | -                     | -                | -                | -                | -                  | -                 | 5,265,569        | -                 | -                | -                | -                |
| Countywide Trans SDC Fund                   | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Pub Land Corner Preserv Fund                | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| H, H & Human Svcs Admin Fund                | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Clackamas Behavioral Health Fund            | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Social Services Fund                        | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Community Development Fund                  | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Children, Youth & Families Fund             | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Dog Control Fund                            | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Public Health Fund                          | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Clack Health Ctrs Fund                      | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Employer Con Res Fund                       | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Cty Safety Net Local Proj Fund              | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Transient Room Tax Fund                     | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Tourism Development Fund                    | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Forest Mgmt Fund                            | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Juvenile Fund                               | -                     | -                | -                | -                | -                  | -                 | -                | 12,017,550        | -                | -                | -                |
| Sub-Total                                   | -                     | -                | -                | -                | 117,962,119        | 14,939,039        | 5,265,569        | 12,017,550        | -                | 4,661,375        | -                |
| <b>Internal Svcs &amp; Enterprise Funds</b> |                       |                  |                  |                  |                    |                   |                  |                   |                  |                  |                  |
| Stone Creek Golf Course Fund                | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| CLACK Broadband Utility Fund                | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Records Management Fund                     | -                     | -                | 798,112          | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Facilities Management Fund                  | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Telecommunication Svcs Fund                 | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Technology Services Fund                    | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Central Dispatch Fund                       | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | 9,870,266        |
| Self-Insurance Fund                         | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Risk Management Claims Fund                 | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Fleet Services Fund                         | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Sub-Total                                   | -                     | -                | 798,112          | -                | -                  | -                 | -                | -                 | -                | -                | 9,870,266        |
| <b>Debt Service Funds</b>                   |                       |                  |                  |                  |                    |                   |                  |                   |                  |                  |                  |
| Debt Svcs Fund                              | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| General Obligation Bond Debt Svcs Fur       | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Sub-Total                                   | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| <b>Capital Project Funds</b>                |                       |                  |                  |                  |                    |                   |                  |                   |                  |                  |                  |
| Capital Proj Reserve Fund                   | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| LID Construction Fund                       | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| Sub-Total                                   | -                     | -                | -                | -                | -                  | -                 | -                | -                 | -                | -                | -                |
| <b>Total All Funds</b>                      | <b>4,517,376</b>      | <b>8,952,543</b> | <b>4,221,915</b> | <b>1,109,763</b> | <b>117,962,119</b> | <b>14,939,039</b> | <b>5,265,569</b> | <b>12,017,550</b> | <b>2,941,273</b> | <b>4,661,375</b> | <b>9,870,266</b> |

**Requirements by Fund and Department 2019-20 Adopted Budget**

| <b>FUNDS</b>                                | <b>Pub &amp; Gov<br/>Affairs</b> | <b>HR<br/>Services</b> | <b>Finance</b>    | <b>Technology<br/>Services</b> | <b>Transport &amp;<br/>Developm't</b> | <b>Health, House<br/>&amp; Human Svcs</b> | <b>Business &amp;<br/>Comm Svcs</b> | <b>Tourism</b>   | <b>Misc &amp;<br/>Pass-Thr</b> | <b>Adopted<br/>Budget</b> |
|---|----------------------------------|------------------------|-------------------|--------------------------------|---------------------------------------|---|-------------------------------------|------------------|--------------------------------|---------------------------|
| <b>General Fund</b>                         |                                  |                        |                   |                                |                                       |   |                                     |                  |                                |                           |
| General Fund                                | 5,415,113                        | 5,039,793              | 8,490,234         | -                              | 1,244,775                             | -   | -                                   | -                | 201,750,025                    | 242,884,698               |
| Sub-Total                                   | 5,415,113                        | 5,039,793              | 8,490,234         | -                              | 1,244,775                             | -   | -                                   | -                | 201,750,025                    | 242,884,698               |
| <b>Special Revenue Funds</b>                |                                  |                        |                   |                                |                                       |   |                                     |                  |                                |                           |
| County Fair Fund                            | -                                | -                      | -                 | -                              | -                                     | -   | 2,250,500                           | -                | -                              | 2,250,500                 |
| Building Codes Fund                         | -                                | -                      | -                 | -                              | 15,332,282                            | -   | -                                   | -                | -                              | 15,332,282                |
| Resolution Services Fund                    | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | 1,698,279                      | 1,698,279                 |
| Business & Economic Dev Fund                | -                                | -                      | -                 | -                              | -                                     | -   | 6,127,941                           | -                | -                              | 6,127,941                 |
| Disaster Mgmt Fund                          | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | -                              | 4,661,375                 |
| Law Library Fund                            | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | 631,100                        | 631,100                   |
| Library Services Fund                       | -                                | -                      | -                 | -                              | -                                     | -   | 9,891,583                           | -                | -                              | 9,891,583                 |
| Parks Fund                                  | -                                | -                      | -                 | -                              | -                                     | -   | 3,251,257                           | -                | -                              | 3,251,257                 |
| Planning Fund                               | -                                | -                      | -                 | -                              | 5,335,977                             | -   | -                                   | -                | -                              | 5,335,977                 |
| Road Fund                                   | -                                | -                      | -                 | -                              | 77,887,114                            | -   | -                                   | -                | -                              | 77,887,114                |
| Sheriff's Operations Fund                   | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | -                              | 99,797,210                |
| Code Enforce & Res Cons Fund                | -                                | -                      | -                 | -                              | 6,737,642                             | -   | -                                   | -                | -                              | 6,737,642                 |
| Property Resources Fund                     | -                                | -                      | -                 | -                              | -                                     | -   | 3,238,959                           | -                | -                              | 3,238,959                 |
| Community Corrections Fund                  | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | -                              | 18,164,909                |
| District Attorney Fund                      | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | -                              | 14,939,039                |
| Justice Court Fund                          | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | -                              | 5,265,569                 |
| Countywide Trans SDC Fund                   | -                                | -                      | -                 | -                              | 12,969,566                            | -   | -                                   | -                | -                              | 12,969,566                |
| Pub Land Corner Preserv Fund                | -                                | -                      | -                 | -                              | 1,573,694                             | -   | -                                   | -                | -                              | 1,573,694                 |
| H, H & Human Svcs Admin Fund                | -                                | -                      | -                 | -                              | -                                     | 3,589,579                                 | -                                   | -                | -                              | 3,589,579                 |
| Clackamas Behavioral Health Fund            | -                                | -                      | -                 | -                              | -                                     | 29,760,622                                | -                                   | -                | -                              | 29,760,622                |
| Social Services Fund                        | -                                | -                      | -                 | -                              | -                                     | 34,365,502                                | -                                   | -                | -                              | 34,365,502                |
| Community Development Fund                  | -                                | -                      | -                 | -                              | -                                     | 6,651,207                                 | -                                   | -                | -                              | 6,651,207                 |
| Children, Youth & Families Fund             | -                                | -                      | -                 | -                              | -                                     | 9,360,729                                 | -                                   | -                | -                              | 9,360,729                 |
| Dog Control Fund                            | -                                | -                      | -                 | -                              | 3,392,352                             | -   | -                                   | -                | -                              | 3,392,352                 |
| Public Health Fund                          | -                                | -                      | -                 | -                              | -                                     | 10,850,937                                | -                                   | -                | -                              | 10,850,937                |
| Clack Health Ctrs Fund                      | -                                | -                      | -                 | -                              | -                                     | 56,484,772                                | -                                   | -                | -                              | 56,484,772                |
| Employer Con Res Fund                       | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | 2,757,044                      | 2,757,044                 |
| Cty Safety Net Local Proj Fund              | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | 359,431                        | 359,431                   |
| Transient Room Tax Fund                     | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | 5,425,636                      | 5,425,636                 |
| Tourism Development Fund                    | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | 6,261,657        | -                              | 6,261,657                 |
| Forest Mgmt Fund                            | -                                | -                      | -                 | -                              | -                                     | -   | 4,260,901                           | -                | -                              | 4,260,901                 |
| Juvenile Fund                               | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | -                              | 12,017,550                |
| Sub-Total                                   | -                                | -                      | -                 | -                              | 123,228,627                           | 151,063,348                               | 29,021,141                          | 6,261,657        | 10,871,490                     | 475,291,915               |
| <b>Internal Svcs &amp; Enterprise Funds</b> |                                  |                        |                   |                                |                                       |   |                                     |                  |                                |                           |
| Stone Creek Golf Course Fund                | -                                | -                      | -                 | -                              | -                                     | -   | 3,607,059                           | -                | -                              | 3,607,059                 |
| CLACK Broadband Utility Fund                | -                                | -                      | -                 | 2,290,098                      | -                                     | -   | -                                   | -                | -                              | 2,290,098                 |
| Records Management Fund                     | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | -                              | 798,112                   |
| Facilities Management Fund                  | -                                | -                      | 13,458,317        | -                              | -                                     | -   | -                                   | -                | -                              | 13,458,317                |
| Telecommunication Svcs Fund                 | -                                | -                      | -                 | 3,773,058                      | -                                     | -   | -                                   | -                | -                              | 3,773,058                 |
| Technology Services Fund                    | -                                | -                      | -                 | 15,053,654                     | -                                     | -   | -                                   | -                | -                              | 15,053,654                |
| Central Dispatch Fund                       | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | -                              | 9,870,266                 |
| Self-Insurance Fund                         | -                                | 43,419,527             | -                 | -                              | -                                     | -   | -                                   | -                | -                              | 43,419,527                |
| Risk Management Claims Fund                 | -                                | 17,689,156             | -                 | -                              | -                                     | -   | -                                   | -                | -                              | 17,689,156                |
| Fleet Services Fund                         | -                                | -                      | -                 | -                              | 6,680,317                             | -   | -                                   | -                | -                              | 6,680,317                 |
| Sub-Total                                   | -                                | 61,108,683             | 13,458,317        | 21,116,810                     | 6,680,317                             | -   | 3,607,059                           | -                | -                              | 116,639,564               |
| <b>Debt Service Funds</b>                   |                                  |                        |                   |                                |                                       |   |                                     |                  |                                |                           |
| Debt Svcs Fund                              | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | 8,707,061                      | 8,707,061                 |
| General Obligation Bond Debt Svcs Fu        | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | 4,907,325                      | 4,907,325                 |
| Sub-Total                                   | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | 13,614,386                     | 13,614,386                |
| <b>Capital Project Funds</b>                |                                  |                        |                   |                                |                                       |   |                                     |                  |                                |                           |
| Capital Proj Reserve Fund                   | -                                | -                      | 14,390,931        | -                              | -                                     | -   | -                                   | -                | -                              | 14,390,931                |
| LID Construction Fund                       | -                                | -                      | -                 | -                              | -                                     | -   | -                                   | -                | 29,429                         | 29,429                    |
| Sub-Total                                   | -                                | -                      | 14,390,931        | -                              | -                                     | -   | -                                   | -                | 29,429                         | 14,420,360                |
| <b>Total All Funds</b>                      | <b>5,415,113</b>                 | <b>66,148,476</b>      | <b>36,339,482</b> | <b>21,116,810</b>              | <b>131,153,719</b>                    | <b>151,063,348</b>                        | <b>32,628,200</b>                   | <b>6,261,657</b> | <b>226,265,330</b>             | <b>862,850,923</b>        |

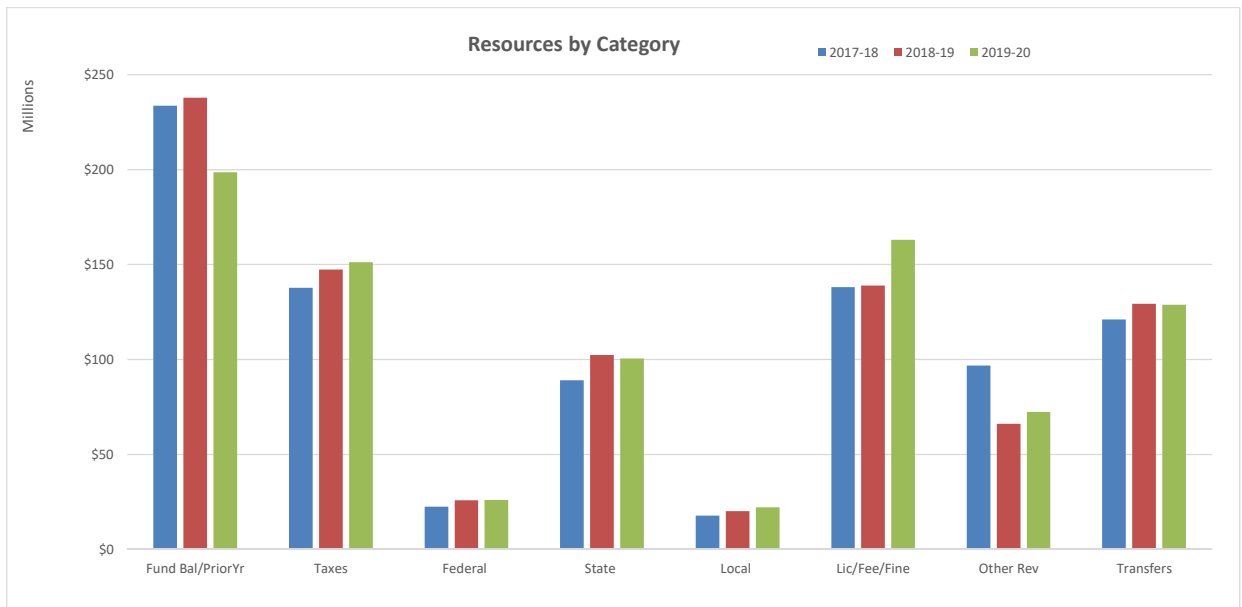
Resources and Requirements by Services for Major Funds

|   | General Fund       |                       |                    | Road Fund         |                       |                   |
|---|--------------------|-----------------------|--------------------|-------------------|-----------------------|-------------------|
|   | 2017-18<br>Actual  | 2018-19<br>Est Actual | 2019-20<br>Budget  | 2017-18<br>Actual | 2018-19<br>Est Actual | 2019-20<br>Budget |
| <b>Resources by Category</b>            |                    |                       |                    |                   |                       |                   |
| Beginning Fund Balance                  | 90,467,975         | 79,175,296            | 55,125,281         | 19,587,301        | 24,193,643            | 24,361,371        |
| Prior Year Revenue                      |                    |                       |                    | 87,253            | 235,495               |                   |
| Current Revenues                        |                    |                       |                    |                   |                       |                   |
| Taxes                                   | 121,632,813        | 131,079,902           | 134,018,289        |                   |                       |                   |
| Federal Revenue                         | 2,469,206          | 1,813,444             | 640,000            | 1,051,917         | 4,169,795             | 1,824,608         |
| State Revenue                           | 7,661,269          | 6,428,127             | 6,294,179          | 27,353,779        | 33,760,642            | 37,154,043        |
| Local Revenue                           | 388,620            | 381,561               | 311,879            | 380,808           | 745,000               | 1,028,001         |
| Licenses & Permits                      | 2,108,554          | 2,086,337             | 1,991,968          | 173,502           | 388,000               | 242,000           |
| Fees & Fines                            | 16,155,786         | 14,987,469            | 16,764,501         | 4,488,955         | 3,380,243             | 8,690,064         |
| Other Revenue                           | 20,548,566         | 21,339,320            | 24,281,557         | 461,872           | 1,000,280             | 4,230,280         |
| Interfund Transfers                     | 1,147,266          | 1,385,508             | 3,457,044          | 1,234,919         | 5,108,917             | 356,747           |
| Prior Year Adjustments                  |                    |                       |                    |                   |                       |                   |
| Subtotal Current Revenues               | 172,112,080        | 179,501,668           | 187,759,417        | 35,145,752        | 48,552,877            | 53,525,743        |
| <b>Total Resources</b>                  | <b>262,580,055</b> | <b>258,676,964</b>    | <b>242,884,698</b> | <b>54,820,306</b> | <b>72,982,015</b>     | <b>77,887,114</b> |
| <b>Requirements by Services</b>         |                    |                       |                    |                   |                       |                   |
| General Government                      | 33,381,913         | 36,399,561            | 39,611,451         |                   |                       |                   |
| Culture, Education and Recre            |                    |                       |                    |                   |                       |                   |
| Economic Development                    |                    |                       |                    |                   |                       |                   |
| Health and Human Services               |                    |                       |                    |                   |                       |                   |
| Public Safety and Protection            |                    |                       |                    |                   |                       |                   |
| Public Ways and Facilities              |                    |                       |                    | 28,554,881        | 48,020,645            | 66,812,018        |
| Golf Course                             |                    |                       |                    |                   |                       |                   |
| Broadband Utility                       |                    |                       |                    |                   |                       |                   |
|   | 33,381,913         | 36,399,561            | 39,611,451         | 28,554,881        | 48,020,645            | 66,812,018        |
| Unappr Reserves & Non-alloc to Unit Org | 150,022,846        | 167,152,122           | 203,273,247        | 2,071,783         | 600,000               | 11,075,096        |
| Ending Fund Balance                     | 79,175,296         | 55,125,281            |                    | 24,193,642        | 24,361,370            |                   |
| <b>Total Requirements</b>               | <b>262,580,055</b> | <b>258,676,964</b>    | <b>242,884,698</b> | <b>54,820,306</b> | <b>72,982,015</b>     | <b>77,887,114</b> |



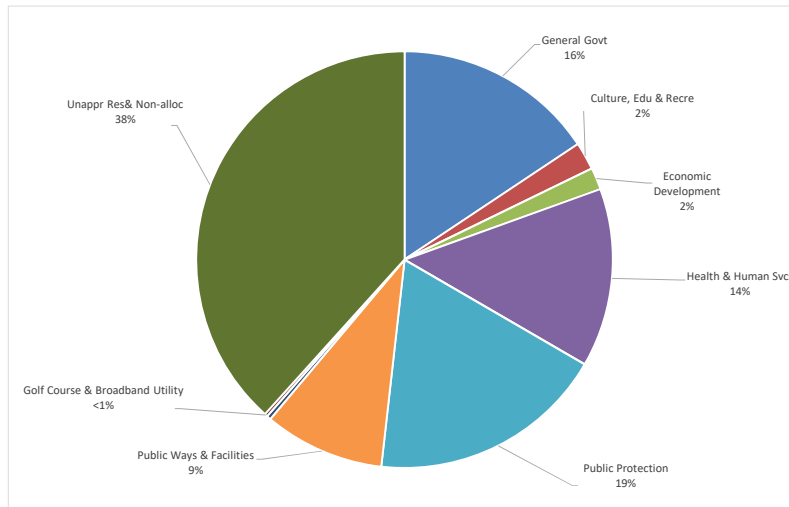
Resources and Requirements by Services for Major Funds

|   | Sheriff Fund      |                       |                   | All Other Funds    |                       |                    | Total              |                       |                    |
|---|-------------------|-----------------------|-------------------|--------------------|-----------------------|--------------------|--------------------|-----------------------|--------------------|
|   | 2017-18<br>Actual | 2018-19<br>Est Actual | 2019-20<br>Budget | 2017-18<br>Actual  | 2018-19<br>Est Actual | 2019-20<br>Budget  | 2017-18<br>Actual  | 2018-19<br>Est Actual | 2019-20<br>Budget  |
| <b>Resources by Category</b>            |                   |                       |                   |                    |                       |                    |                    |                       |                    |
| Beginning Fund Balance                  | 3,553,124         | 2,586,815             | 1,294,151         | 114,280,895        | 130,001,038           | 117,411,081        | 227,889,295        | 235,956,792           | 198,191,884        |
| Prior Year Revenue                      | 27,718            | 269,894               |                   | 5,595,798          | 1,410,246             | 385,299            | 5,710,769          | 1,915,635             | 385,299            |
| Current Revenues                        |                   |                       |                   |                    |                       |                    |                    |                       |                    |
| Taxes                                   | 11,560,665        | 11,588,522            | 12,444,636        | 4,590,262          | 4,733,872             | 4,731,941          | 137,783,740        | 147,402,296           | 151,194,866        |
| Federal Revenue                         | 656,844           | 1,061,697             | 940,097           | 18,259,642         | 18,884,383            | 22,642,587         | 22,437,609         | 25,929,319            | 26,047,292         |
| State Revenue                           | 260,478           | 366,200               | 280,000           | 53,852,511         | 61,799,286            | 56,782,772         | 89,128,037         | 102,354,255           | 100,510,994        |
| Local Revenue                           | 7,638,522         | 8,746,415             | 9,278,309         | 9,363,962          | 10,344,094            | 11,585,384         | 17,771,912         | 20,217,070            | 22,203,573         |
| Licenses & Permits                      | 752,876           | 696,000               | 603,500           | 14,115,923         | 13,526,366            | 13,058,884         | 17,150,855         | 16,696,703            | 15,896,352         |
| Fees & Fines                            | 2,009,113         | 2,194,610             | 2,303,850         | 98,288,583         | 101,614,780           | 119,330,611        | 120,942,437        | 122,177,102           | 147,089,026        |
| Other Revenue                           | 5,748,174         | 6,147,668             | 6,594,267         | 70,097,336         | 37,591,338            | 37,340,816         | 96,855,948         | 66,078,606            | 72,446,920         |
| Interfund Transfers                     | 58,834,074        | 59,373,610            | 66,058,400        | 59,858,007         | 63,394,315            | 59,012,526         | 121,074,266        | 129,262,350           | 128,884,717        |
| Prior Year Adjustments                  |                   |                       |                   | 0                  |                       |                    |                    |                       |                    |
| Subtotal Current Revenues               | 87,460,746        | 90,174,722            | 98,503,059        | 328,426,226        | 311,888,434           | 324,485,521        | 623,144,804        | 630,117,701           | 664,273,740        |
| <b>Total Resources</b>                  | <b>91,041,588</b> | <b>93,031,431</b>     | <b>99,797,210</b> | <b>448,302,919</b> | <b>443,299,718</b>    | <b>442,281,901</b> | <b>856,744,868</b> | <b>867,990,128</b>    | <b>862,850,923</b> |
| <b>Requirements by Services</b>         |                   |                       |                   |                    |                       |                    |                    |                       |                    |
| General Government                      |                   |                       |                   | 74,139,475         | 86,336,011            | 95,309,454         | 107,521,388        | 122,735,572           | 134,920,905        |
| Culture, Education and Recre            |                   |                       |                   | 13,778,196         | 16,138,784            | 18,573,608         | 13,778,196         | 16,138,784            | 18,573,608         |
| Economic Development                    |                   |                       |                   | 9,664,826          | 12,716,034            | 14,809,127         | 9,664,826          | 12,716,034            | 14,809,127         |
| Health and Human Services               |                   |                       |                   | 95,014,033         | 107,430,301           | 119,665,463        | 95,014,033         | 107,430,301           | 119,665,463        |
| Public Safety and Protection            | 87,044,642        | 89,780,549            | 99,299,321        | 47,446,841         | 51,939,334            | 59,609,796         | 134,491,483        | 141,719,883           | 158,909,117        |
| Public Ways and Facilities              |                   |                       |                   | 6,441,832          | 4,975,051             | 13,876,683         | 34,996,713         | 52,995,696            | 80,688,701         |
| Golf Course                             |                   |                       |                   | 2,340,596          | 2,569,793             | 2,785,956          | 2,340,596          | 2,569,793             | 2,785,956          |
| Broadband Utility                       |                   |                       |                   | 1,787,376          | 1,677,691             | 2,102,098          | 1,787,376          | 1,677,691             | 2,102,098          |
|   | 87,044,642        | 89,780,549            | 99,299,321        | 250,613,175        | 283,782,999           | 326,732,185        | 399,594,611        | 457,983,754           | 532,454,975        |
| Unappr Reserves & Non-alloc to Unit Org | 1,410,131         | 1,956,731             | 497,889           | 67,688,706         | 41,720,338            | 115,549,716        | 221,193,466        | 211,429,191           | 330,395,948        |
| Ending Fund Balance                     | 2,586,815         | 1,294,151             |                   | 130,001,038        | 117,796,381           |                    | 235,956,791        | 198,577,183           |                    |
| <b>Total Requirements</b>               | <b>91,041,588</b> | <b>93,031,431</b>     | <b>99,797,210</b> | <b>448,302,919</b> | <b>443,299,718</b>    | <b>442,281,901</b> | <b>856,744,868</b> | <b>867,990,128</b>    | <b>862,850,923</b> |



**Requirements by Service Category 2019-20 Adopted Budget**

| FUNDS                                  | General           | Culture &         | Economic           | Health &           | Public            | Public Ways      | Business-type Svcs |                    | Unappr Reserves &         | Total       |
|--|-------------------|-------------------|--------------------|--------------------|-------------------|------------------|--------------------|--------------------|---------------------------|-------------|
|  | Government        | Edu and Recre     | Development        | Human Svcs         | Protection        | & Facilities     | Golf Course        | Broadband Utility  | Non-allocated to Org Unit |             |
| General Fund                           | 39,611,451        | -                 | -                  | -                  | -                 | -                | -                  | -                  | 203,273,247               | 242,884,698 |
| County Fair Fund                       | -                 | 2,090,657         | -                  | -                  | -                 | -                | -                  | -                  | 159,843                   | 2,250,500   |
| Building Codes Fund                    | 9,366,093         | -                 | -                  | -                  | -                 | -                | -                  | -                  | 5,966,189                 | 15,332,282  |
| Resolution Services Fund               | 1,698,279         | -                 | -                  | -                  | -                 | -                | -                  | -                  | -                         | 1,698,279   |
| Business & Economic Dev Fund           | -                 | -                 | 4,357,086          | -                  | -                 | -                | -                  | -                  | 1,770,855                 | 6,127,941   |
| Disaster Mgmt Fund                     | -                 | -                 | -                  | -                  | 3,904,184         | -                | -                  | -                  | 757,191                   | 4,661,375   |
| Law Library Fund                       | -                 | -                 | -                  | -                  | 475,367           | -                | -                  | -                  | 155,733                   | 631,100     |
| Library Services Fund                  | -                 | 5,975,912         | -                  | -                  | -                 | -                | -                  | -                  | 3,915,671                 | 9,891,583   |
| Parks Fund                             | -                 | 3,015,287         | -                  | -                  | -                 | -                | -                  | -                  | 235,970                   | 3,251,257   |
| Planning Fund                          | -                 | -                 | 4,684,273          | -                  | -                 | -                | -                  | -                  | 651,704                   | 5,335,977   |
| Road Fund                              | -                 | -                 | -                  | -                  | -                 | 66,812,018       | -                  | -                  | 11,075,096                | 77,887,114  |
| Sheriff Fund                           | -                 | -                 | -                  | -                  | 99,299,321        | -                | -                  | -                  | 497,889                   | 99,797,210  |
| Code Enforce & Res Cons Fund           | 5,162,431         | -                 | -                  | -                  | -                 | -                | -                  | -                  | 1,575,211                 | 6,737,642   |
| Property Resources Fund                | 1,129,202         | -                 | -                  | -                  | -                 | -                | -                  | -                  | 2,109,757                 | 3,238,959   |
| Community Corrections Fund             | -                 | -                 | -                  | -                  | 18,058,632        | -                | -                  | -                  | 106,277                   | 18,164,909  |
| District Attorney Fund                 | -                 | -                 | -                  | -                  | 14,499,039        | -                | -                  | -                  | 440,000                   | 14,939,039  |
| Justice Court Fund                     | -                 | -                 | -                  | -                  | 2,039,924         | -                | -                  | -                  | 3,225,645                 | 5,265,569   |
| Countywide Trans SDC Fund              | -                 | -                 | -                  | -                  | -                 | 107,844          | -                  | -                  | 12,861,722                | 12,969,566  |
| Pub Land Corner Preserv Fund           | -                 | -                 | -                  | -                  | -                 | 737,048          | -                  | -                  | 836,646                   | 1,573,694   |
| H, H & Human Svcs Admin Fund           | -                 | -                 | -                  | 3,123,069          | -                 | -                | -                  | -                  | 466,510                   | 3,589,579   |
| Clackamas Behavioral Health Fund       | -                 | -                 | -                  | 24,962,147         | -                 | -                | -                  | -                  | 4,798,475                 | 29,760,622  |
| Social Services Fund                   | -                 | -                 | -                  | 31,371,343         | -                 | -                | -                  | -                  | 2,994,159                 | 34,365,502  |
| Community Development Fund             | -                 | -                 | 5,767,768          | -                  | -                 | -                | -                  | -                  | 883,439                   | 6,651,207   |
| Children, Youth & Families Fund        | -                 | -                 | -                  | 8,022,226          | -                 | -                | -                  | -                  | 1,338,503                 | 9,360,729   |
| Dog Control Fund                       | -                 | -                 | -                  | 2,882,742          | -                 | -                | -                  | -                  | 509,610                   | 3,392,352   |
| Public Health Fund                     | -                 | -                 | -                  | 9,810,764          | -                 | -                | -                  | -                  | 1,040,173                 | 10,850,937  |
| Clack Health Ctrs Fund                 | -                 | -                 | -                  | 39,493,172         | -                 | -                | -                  | -                  | 16,991,600                | 56,484,772  |
| Employer Con Res Fund                  | -                 | -                 | -                  | -                  | -                 | -                | -                  | -                  | 2,757,044                 | 2,757,044   |
| City Safety Net Local Proj Fund        | -                 | -                 | -                  | -                  | -                 | -                | -                  | -                  | 359,431                   | 359,431     |
| Transient Room Tax Fund                | -                 | -                 | -                  | -                  | -                 | -                | -                  | -                  | 5,425,636                 | 5,425,636   |
| Tourism Development Fund               | -                 | 5,512,297         | -                  | -                  | -                 | -                | -                  | -                  | 749,360                   | 6,261,657   |
| Forest Mgmt Fund                       | -                 | 1,979,455         | -                  | -                  | -                 | -                | -                  | -                  | 2,281,446                 | 4,260,901   |
| Juvenile Fund                          | -                 | -                 | -                  | -                  | 11,867,550        | -                | -                  | -                  | 150,000                   | 12,017,550  |
| Stone Creek Golf Course Fund           | -                 | -                 | -                  | -                  | -                 | -                | 2,785,956          | -                  | 821,103                   | 3,607,059   |
| Records Management Fund                | 761,442           | -                 | -                  | -                  | -                 | -                | -                  | -                  | 36,670                    | 798,112     |
| Facilities Management Fund             | 13,278,317        | -                 | -                  | -                  | -                 | -                | -                  | -                  | 180,000                   | 13,458,317  |
| Telecommunication Svcs Fund            | 3,773,058         | -                 | -                  | -                  | -                 | -                | -                  | -                  | -                         | 3,773,058   |
| Technology Services Fund               | 14,216,696        | -                 | -                  | -                  | -                 | -                | -                  | -                  | 836,958                   | 15,053,654  |
| Central Dispatch Fund                  | -                 | -                 | -                  | -                  | 8,765,100         | -                | -                  | -                  | 1,105,166                 | 9,870,266   |
| Self-Insurance Fund                    | 34,587,889        | -                 | -                  | -                  | -                 | -                | -                  | -                  | 8,831,638                 | 43,419,527  |
| Risk Management Claims Fund            | 5,177,681         | -                 | -                  | -                  | -                 | -                | -                  | -                  | 12,511,475                | 17,689,156  |
| Fleet Services Fund                    | 6,158,366         | -                 | -                  | -                  | -                 | -                | -                  | -                  | 521,951                   | 6,680,317   |
| Debt Service Fund                      | -                 | -                 | -                  | -                  | -                 | -                | -                  | -                  | 8,707,061                 | 8,707,061   |
| General Obligation Bond Debt Svcs Fund | -                 | -                 | -                  | -                  | -                 | -                | -                  | -                  | 4,907,325                 | 4,907,325   |
| Capital Proj Reserve Fund              | -                 | -                 | -                  | -                  | -                 | 13,031,791       | -                  | -                  | 1,359,140                 | 14,390,931  |
| Broadband Innovation Initiative Fund   | -                 | -                 | -                  | -                  | -                 | -                | -                  | 2,102,098          | 188,000                   | 2,290,098   |
| LID Construction Fund                  | -                 | -                 | -                  | -                  | -                 | -                | -                  | -                  | 29,429                    | 29,429      |
| <b>134,920,905</b>                     | <b>18,573,608</b> | <b>14,809,127</b> | <b>119,665,463</b> | <b>158,909,117</b> | <b>80,688,701</b> | <b>2,785,956</b> | <b>2,102,098</b>   | <b>330,395,948</b> | <b>862,850,923</b>        |             |



The fiscal year 2019-20 budget provides for 2190.07 full-time equivalent positions (FTE). This is an increase of roughly 20 FTE from the staffing budgeted for 2018-19.

The largest employers are the Sheriff with 568.75 positions (26%), Health, Housing and Human Services with 559.52 positions (25%) and the Department of Transportation & Development with 301.59 positions (14%). Included in the Non-Departmental & Pass-Through classification are 149.14 employees covered by payrolls processed by the General County for other County agencies. These are employees of Clackamas County but are paid for from separate agency budgets not included in this document.

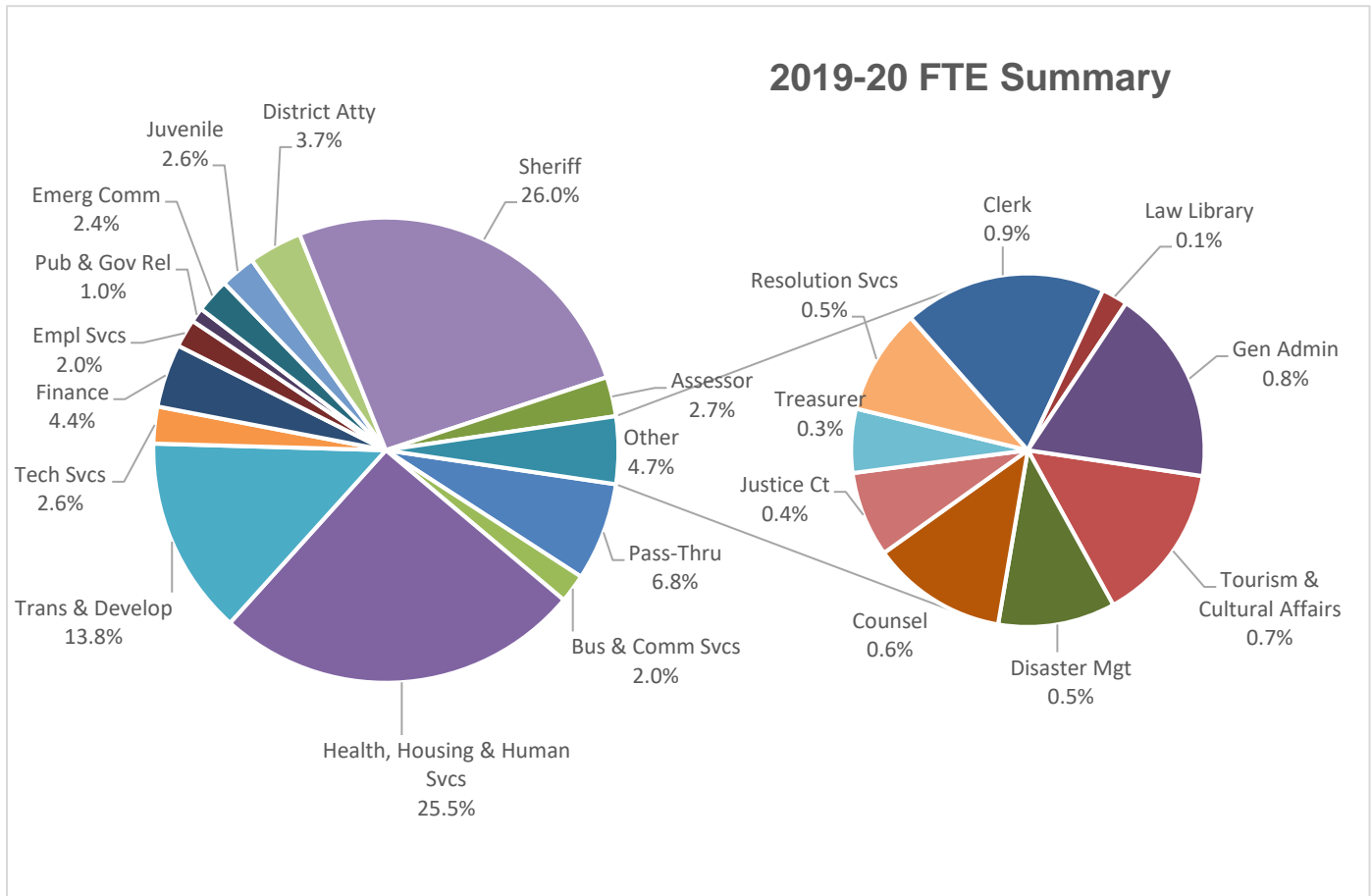
The Sheriff's Department, which includes Community Corrections, has been actively recruiting for the past several years. Continuous recruitment along with attrition and succession planning programs have been instituted to help get positions filled more quickly and considerable progress has been made. The number of filled positions has risen from 482 FTE in 2013-14 to 561.75 FTE at the end of 2018-19.

After having reduced staffing several years ago, Health, Housing and Human Services has been able to add back positions reflecting increased activity. With 559.52 FTE budgeted for 2019-20, this department has regained 33 allocated positions over three years, primarily in the Health Centers and Social Services.

The Finance Department has added 19.5 positions since 2015-16, reflecting a significant increase in workload in Facilities Management to address a multitude of new remodeling and maintenance requests and in Finance to respond to ever more demanding grants management and auditing requirements. This increase is offset by a transfer of the Fleet Division from the Finance Department to the Department of Transportation and Development.

The Department of Transportation and Development, after losing positions over many years, has finally been able to begin increasing staffing. As construction activity rebounded after the recession, Building Services added back staff as did Roads and Planning.

| <u>Department</u>                                      | <u>2016-17</u>  | <u>2017-18</u>  | <u>2018-19</u>  | <u>2019-20</u>  |
|--|-----------------|-----------------|-----------------|-----------------|
| General County Administration                          | 19.31           | 16.80           | 17.42           | 18.42           |
| Assessor   | 58.50           | 58.50           | 58.50           | 60.00           |
| Clerk  | 19.00           | 19.00           | 19.00           | 19.00           |
| Treasurer  | 6.00            | 6.00            | 6.00            | 6.00            |
| Sheriff  | 555.35          | 552.60          | 561.75          | 568.75          |
| District Attorney                                      | 78.30           | 78.45           | 79.50           | 81.50           |
| Justice Court  | 10.50           | 9.50            | 8.00            | 8.00            |
| Juvenile   | 54.00           | 54.00           | 55.00           | 54.00           |
| County Counsel   | 12.50           | 12.50           | 12.75           | 12.75           |
| Disaster Management                                    | 11.00           | 11.00           | 11.00           | 11.00           |
| Emergency Communications                               | 47.00           | 47.00           | 50.00           | 52.00           |
| Public & Government Affairs                            | 21.00           | 21.00           | 22.00           | 22.00           |
| Employee Services (HR)                                 | 39.60           | 39.80           | 43.00           | 43.00           |
| Finance  | 97.53           | 104.53          | 96.53           | 96.53           |
| Technology Services                                    | 54.50           | 55.50           | 55.50           | 56.00           |
| Transportation & Development                           | 265.30          | 273.30          | 295.59          | 301.59          |
| Health, Housing & Human Services                       | 511.36          | 530.21          | 564.41          | 559.52          |
| Business & Community Services                          | 36.00           | 36.00           | 38.00           | 43.50           |
| Resolution Services                                    | 10.63           | 10.43           | 10.55           | 9.93            |
| Tourism & Cultural Affairs                             | 12.00           | 14.00           | 15.00           | 15.00           |
| Law Library  | 2.24            | 2.44            | 2.44            | 2.44            |
| Miscellaneous & Pass-Through                           | 145.27          | 145.95          | 148.54          | 149.14          |
| <b>Total Budgeted Full-Time Equivalentents (FTE's)</b> | <b>2,066.89</b> | <b>2,098.51</b> | <b>2,170.48</b> | <b>2,190.07</b> |



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, 2020, based upon the current budget. These are moneys that should be available for the FY 2020-21 budget year given several critical assumptions. This estimate is predicated upon the following:

*The estimated beginning fund balance is accurate* - As is explained in the Revenue Analysis section that follows, this is a projection which is being made with the best information available at the time the budget was formulated. Not all transactions and end of year adjustments for 2018-19 have been recorded and the books have not yet been audited.

*No new revenues will be recognized during the fiscal year* - Undoubtedly, additional resources will become available, primarily through new grants, and will be recognized and appropriated. To the extent that they are recognized but not entirely spent, they will add to ending balance.

*Current revenues will come in and current expenditures will be made as budgeted* - Again, actual experience is certain to be different than the budget. The budget is a plan representing the most that can be spent.

*No contingency or reserve amounts will be spent* – As explained above, some transfers from contingency will be required and these will reduce fund balance.

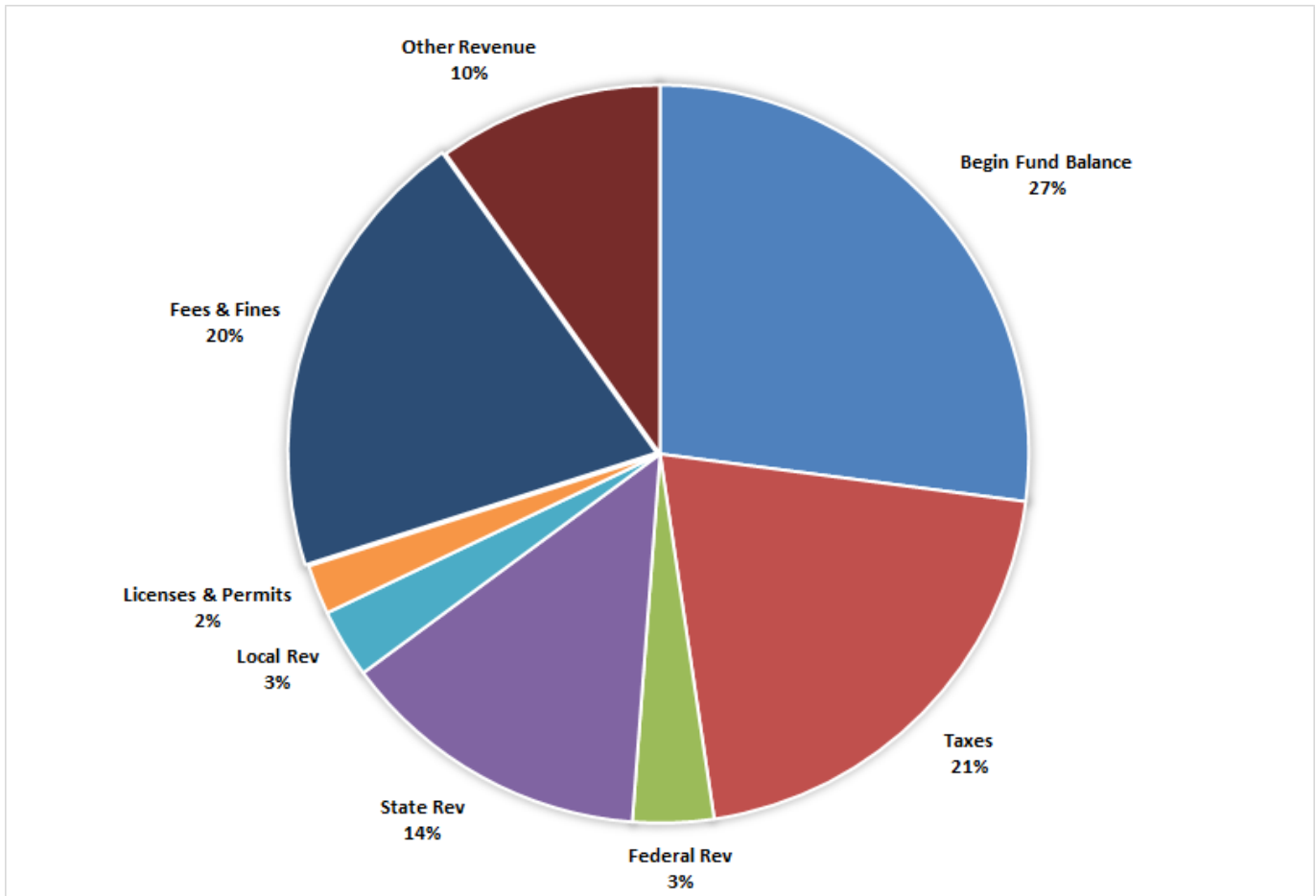
Per these assumptions, actual ending fund balances for FY 2019-20 should always exceed the projections obtained by applying the estimated actual and budgeted figures discussed above. The balances presented below should be viewed as minimums. The following table is a countywide summary. More complete information for each fund is available in the “Budget by Fund” section.

| Fund                              | Est Beg<br>Fund Bal<br>07/01/2019 | 2018-19<br>Estimated<br>Revenue | 2018-19<br>Proposed<br>Expenditures | 2018-19<br>Transfers<br>Out | 2018-19<br>Transfers<br>In | Est End<br>Fund Bal<br>6/30/20 |
|-----------------------------------|-----------------------------------|---------------------------------|-------------------------------------|-----------------------------|----------------------------|--------------------------------|
| General Fund                      | 55,125,281                        | 184,302,373                     | 87,289,493                          | 118,156,927                 | 3,457,044                  | 37,438,278                     |
| County Fair                       | 206,900                           | 1,474,167                       | 2,091,657                           | -                           | 569,433                    | 158,843                        |
| County School                     | -                                 | -                               | -                                   | -                           | -                          | -                              |
| Building Codes                    | 7,801,540                         | 7,530,742                       | 9,366,093                           | -                           | -                          | 5,966,189                      |
| Public Safety Local Option Levy   | -                                 | -                               | -                                   | -                           | -                          | -                              |
| Resolution Services               | 20,304                            | 1,011,587                       | 1,698,279                           | -                           | 666,388                    | -                              |
| Business & Economic Develop       | 2,807,191                         | 3,220,750                       | 5,289,430                           | 63,000                      | 100,000                    | 775,511                        |
| Disaster Management               | 937,016                           | 1,468,191                       | 4,086,184                           | -                           | 2,256,168                  | 575,191                        |
| Law Library                       | 278,746                           | 352,354                         | 475,367                             | -                           | -                          | 155,733                        |
| Library Services                  | 4,096,257                         | 3,198,051                       | 8,075,912                           | -                           | 2,597,275                  | 1,815,671                      |
| Parks                             | 703,922                           | 1,855,606                       | 3,065,287                           | -                           | 691,729                    | 185,970                        |
| Planning                          | 1,522,076                         | 1,058,900                       | 4,684,273                           | -                           | 2,755,001                  | 651,704                        |
| Road                              | 24,361,371                        | 47,629,790                      | 65,687,018                          | -                           | 356,747                    | 6,660,890                      |
| Sheriff                           | 1,294,151                         | 32,444,659                      | 99,344,321                          | 452,889                     | 66,058,400                 | -                              |
| Code Enforcement & Sustainability | 2,292,988                         | 4,173,518                       | 5,162,431                           | 75,000                      | 271,136                    | 1,500,211                      |
| Property Resources                | 2,375,037                         | 863,922                         | 1,269,202                           | 100,000                     | -                          | 1,869,757                      |



|  | Est Beg     | 2018-19     | 2018-19      | 2018-19     | 2018-19     | Est End     |
|--|-------------|-------------|--------------|-------------|-------------|-------------|
|  | Fund Bal    | Estimated   | Proposed     | Transfers   | Transfers   | Fund Bal    |
| Fund                                     | 07/01/2019  | Revenue     | Expenditures | Out         | In          | 6/30/20     |
| Community Corrections                    | 3,214,152   | 10,160,175  | 18,164,909   | -           | 4,790,582   | -           |
| District Attorney                        | 604,917     | 3,030,065   | 14,933,103   | -           | 11,298,121  | -           |
| Justice Court                            | 1,430,719   | 3,834,850   | 3,839,924    | 700,000     | -           | 725,645     |
| Countywide Transportation SDC            | 11,142,766  | 1,826,800   | 153,844      | 1,555,000   | -           | 11,260,722  |
| Public Land Corner Preservation          | 958,944     | 614,750     | 737,048      | -           | -           | 836,646     |
| Joint Transportation SDC                 |             | -           | -            |             | -           | -           |
| Health, Housing & Human Svcs Admin       | 439,637     | 1,294,917   | 3,123,069    | 466,510     | 1,855,025   | -           |
| Behavioral Health                        | 5,822,877   | 23,004,066  | 25,612,095   | 5,923       | 933,679     | 4,142,604   |
| Social Services                          | 4,987,978   | 26,019,926  | 32,367,185   | 11,103      | 3,357,598   | 1,987,214   |
| Community Development                    | 665,039     | 5,937,889   | 6,167,768    | -           | 48,279      | 483,439     |
| Community Solutions                      | -           | -           | -            | -           | -           | -           |
| Children, Family & Community Connections | 1,450,881   | 5,234,315   | 9,354,439    | 6,290       | 2,675,533   | -           |
| Dog Services                             | 979,041     | 660,700     | 2,882,742    | -           | 1,752,611   | 509,610     |
| Employer Contribution Reserve            | 2,757,044   | -           | -            | 2,757,044   | -           | -           |
| Cty Safety Net Local Projects            | -           | 359,431     | 359,431      | -           | -           | -           |
| Public Health                            | 640,830     | 7,501,342   | 10,312,421   | -           | 2,708,765   | 538,516     |
| Clackamas Health Centers                 | 16,962,059  | 38,935,190  | 39,493,172   | 29,541      | 587,523     | 16,962,059  |
| Transient Room Tax                       | -           | 5,425,636   | 100,000      | 5,325,636   | -           | -           |
| Tourism Development                      | 783,617     | 428,542     | 5,811,657    | -           | 5,049,498   | 450,000     |
| Forest Management                        | 3,134,335   | 1,051,566   | 1,979,465    | 280,847     | 75,000      | 2,000,589   |
| Juvenile                                 | 1,678,125   | 1,873,321   | 11,867,550   | -           | 8,466,104   | 150,000     |
| Clackamas County Debt Service            | -           | 3,205,919   | 8,707,061    | -           | 5,501,142   | -           |
| General Obligation Bond Debt Svc         | 175,384     | 4,731,941   | 4,907,325    | -           | -           | -           |
| DTD Capital Projects                     | -           | -           | -            | -           | -           | -           |
| Fleet Replacement Reserve                | -           | -           | -            | -           | -           | -           |
| Capital Projects Reserve                 | 8,047,397   | 6,343,534   | 13,031,791   | -           | -           | 1,359,140   |
| LID Construction                         | 29,429      | -           | -            | 29,429      | -           | -           |
| Stone Creek Golf Course                  | 750,059     | 2,857,000   | 2,790,956    | 200,000     | -           | 616,103     |
| Clackamas Broadband Utility              | 243,898     | 2,046,200   | 2,140,098    | -           | -           | 150,000     |
| Cable Administration                     | -           | -           | -            | -           | -           | -           |
| Records Management                       | 157,935     | 640,177     | 761,442      | -           | -           | 36,670      |
| Facilities Management                    | 597,860     | 12,860,457  | 13,278,317   | -           | -           | 180,000     |
| Telecommunication Services               | 991,811     | 2,781,247   | 3,773,058    | -           | -           | -           |
| Technology Services                      | 1,135,958   | 13,917,696  | 14,216,696   | -           | -           | 836,958     |
| Central Dispatch                         | 1,225,487   | 8,644,779   | 9,666,858    | -           | -           | 203,408     |
| Self-Insurance                           | 10,743,634  | 32,675,893  | 34,587,889   | -           | -           | 8,831,638   |
| Risk Management Claims                   | 12,257,694  | 5,431,462   | 5,177,681    | -           | -           | 12,511,475  |
| Fleet Services                           | 359,597     | 6,320,720   | 6,158,366    | -           | -           | 521,951     |
| Damascus Successor Pvt Trust             | -           | -           | -            | -           | -           | -           |
| Grand Totals                             | 198,191,884 | 530,235,116 | 604,042,307  | 130,215,139 | 128,878,781 | 123,048,335 |

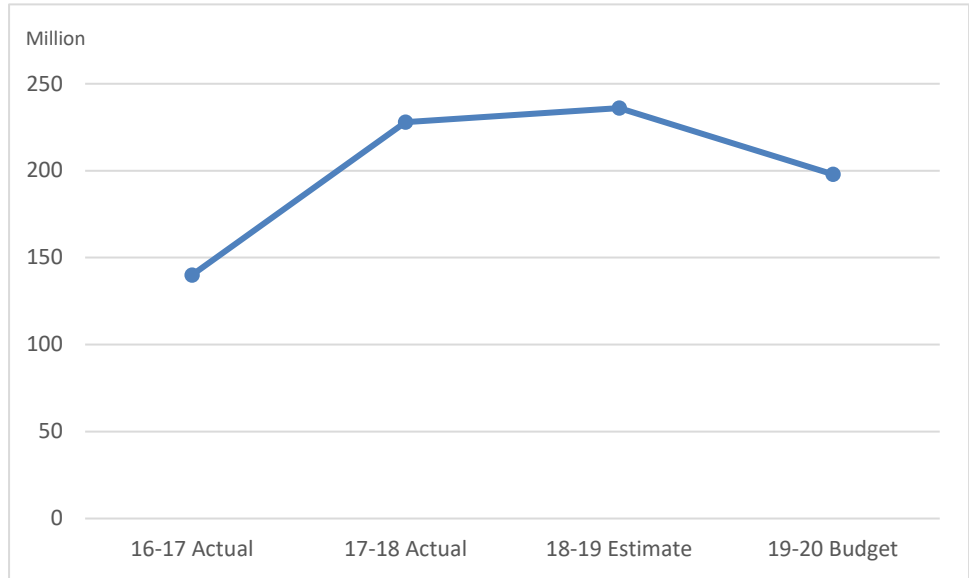
# REVENUE ANALYSIS



*Revenue by Category (Net Interfund Transfers)*

Beginning Fund Balance is money carried over from one year to the next. It represents the accumulation of revenues over expenditures throughout the life of the fund.

It is not uncommon for Beginning Fund Balance estimates to be in error as budgets must be formulated for the coming fiscal year almost six months before the end of the current fiscal year. This makes it difficult, and in some cases impossible, to closely estimate the resources that will be available to be carried forward. This task is particularly problematic for funds that undertake large construction projects and are dependent upon weather and other factors beyond their control. Nevertheless, budgets must be projected well in advance. The various departments provide the estimates used to budget the beginning balances in their funds. They make their projections based on their experience from prior years combined with the most current information about year to date actual revenues and expenses.



Fund Balance has been increasing in recent years as the County has climbed back from recessionary lows. For 2019-20 it is returning to a more normal level after having peaked in 2018-19 due to the inclusion of the unspent balance of \$59 million in bond proceeds. This bump will continue to smooth out as those proceeds are employed to update the county’s emergency communications system.

For 2019-20, the beginning Fund Balance is budgeted at \$198 million or about 27% of total County revenues when Interfund Transfers have been factored out.

### Property Tax Revenue

Property tax merits particularly careful analysis because it is the largest single source of County revenue and because it can be allocated where it is 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 \$1000 of assessed value inside cities and \$2.9766 in unincorporated areas.

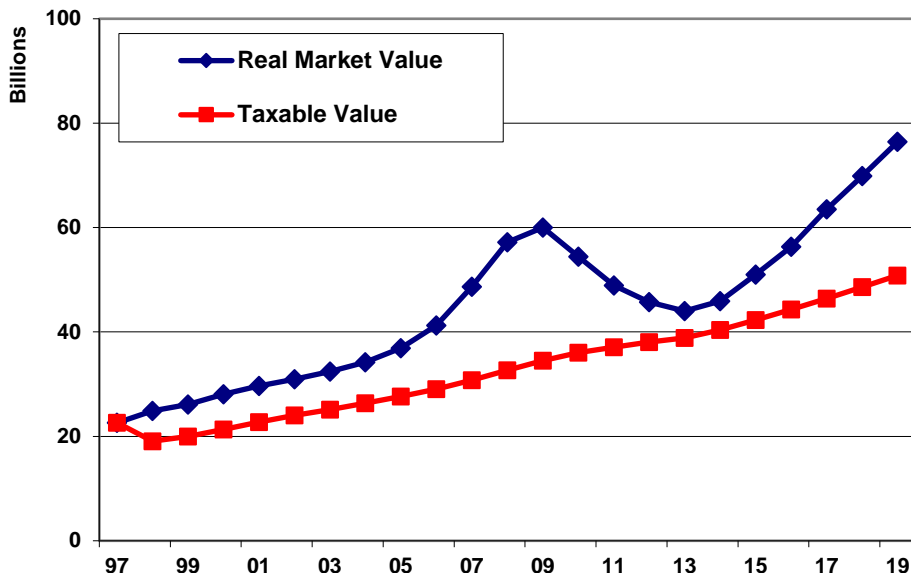
In November 2006, voters approved a five year public safety local option levy of \$0.2480 per \$1000 of assessed value to pay for staff to reopen 84 jail beds, add patrol positions and expand enforcement efforts to combat methamphetamine abuse, child abuse and other crimes. Voters renewed the levy at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

As of January 1, 2018, the most recent valuation date available, the market value of property in Clackamas County was \$76.4 billion. This is the third year the total has exceeded the previous high of \$60 billion which was reached in 2008. Five years ago, market value was 27% below the 2008 high value so the market is improving and the county anticipates continued growth when 2019 market values are published by the Assessor this fall.

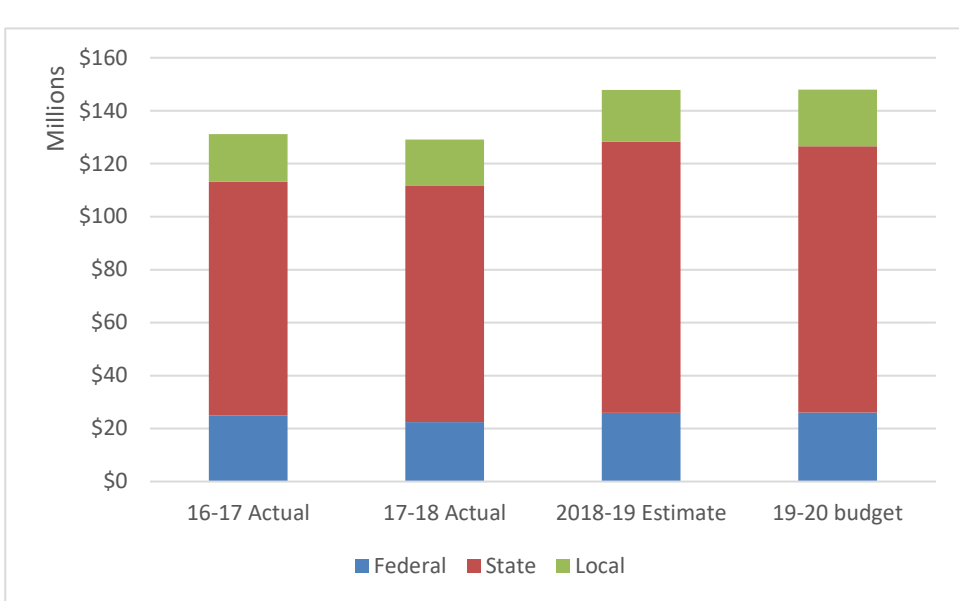
Taxes are calculated by multiplying the appropriate tax rates for a tax code area by the property's assessed value. Tax rates do not change from year to year unless voters approve temporary levies or general obligation bond issues, and since growth in assessed value for most properties is restricted,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

The assessed value of an average home is equal to about 70% of its real market value. The Assessor's value represents the property values as of the assessment date which is January 1, 2018 and reflects the change in value from January 1, 2017 to January 1, 2018.

The chart to the right 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.



## State, Federal and Local Revenue



Clackamas County reports revenue from other jurisdictions in three classifications, State, Federal and Local. These moneys are alike in that they are provided (with the exception of shared revenue from federal lands discussed below) for the operation of specific programs mandated or otherwise designated by those jurisdictions. These receipts represent significant revenue for the County. When Interfund Transfers have been excluded, they make up 20% of total resources. Departments estimate the grant revenues they will receive based on the most current information provided to them by their grantors.

State Revenues (14%) - State funding provides the largest share of support for designated activities. Revenue for many programs has been flat in recent years as state resources continue to be stretched. State dollars will provide \$100.5 million to the County.

The most significant increase in revenue is found in Transportation and Development which is budgeted to receive an additional \$2.4 million in 2019-20 from motor vehicle tax (primarily gasoline tax) which will provide a total of \$34.1 million to maintain County roads.

Behavioral Health programs will receive almost \$20 million and Social Services estimates \$15.7 million in state support for developmental disabilities and other programs.

Community Corrections programs receive \$8.7 million to provide for supervision and services to felony offenders.

State shared revenue in the General Fund is budgeted to add \$6.2 million for 2019-20 which is comprised of the liquor and cigarette tax, support for the County Assessor and new marijuana tax revenue. In addition, the Business and Economic Development Fund receives \$1.8 million in video lottery money for economic development activities.

Federal Revenues (4%) - Moneys from federal sources are budgeted at \$26 million for FY 2019-20, which is a slight increase from the prior year. Continuing federal funding is provided to Community Development which has been allocated \$4.5 million from Housing and Urban Development (HUD) to develop new housing for low and moderate-income people in the County, improve neighborhoods, public facilities and historic buildings and make home repair loans to individuals. Social Services programs receive \$6.5 million in federal support for a wide variety of services to the aging, disabled or poverty stricken. Behavioral Health, Public Health and the Clackamas Health Centers together get \$4.3 million for health and dental care clinics, services to women, infants and children and other outreach programs.

Local Revenues (3%) - Local Revenue refers to funds that are provided by cities, counties and regional agencies. These sources combined add \$21.4 million in revenue to Clackamas County. The Sheriff receives \$9.3 million from contracts with cities for patrol services as these municipalities have elected not to maintain their own patrol units and as well as from Metro for patrolling the light rail lines that run through Clackamas County. Transient Room Tax (hotel/motel) receipts amount to \$5.4 million. These proceeds are transferred to the Tourism Development Fund and County Fair Fund. Finally the Library Services Fund receives \$2.2 million from the Library District for the operation of the Oak Lodge Library.

## **Fees and Fines, Other Revenue and Licenses**

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These revenues come from payments for services and support the units that provide those services. As a group, they provide 32% of Clackamas County's resources net Interfund Transfers.

Fees and Fines (20%) – These are payments for services provided by County departments to citizens 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. Fines are included in this category but the only significant source of fines is the Justice Court which is budgeted to collect about \$3.8 million during 2019-20. Fees and fines together will bring in about \$147 million to the County this year, an increase of \$19.5 million.

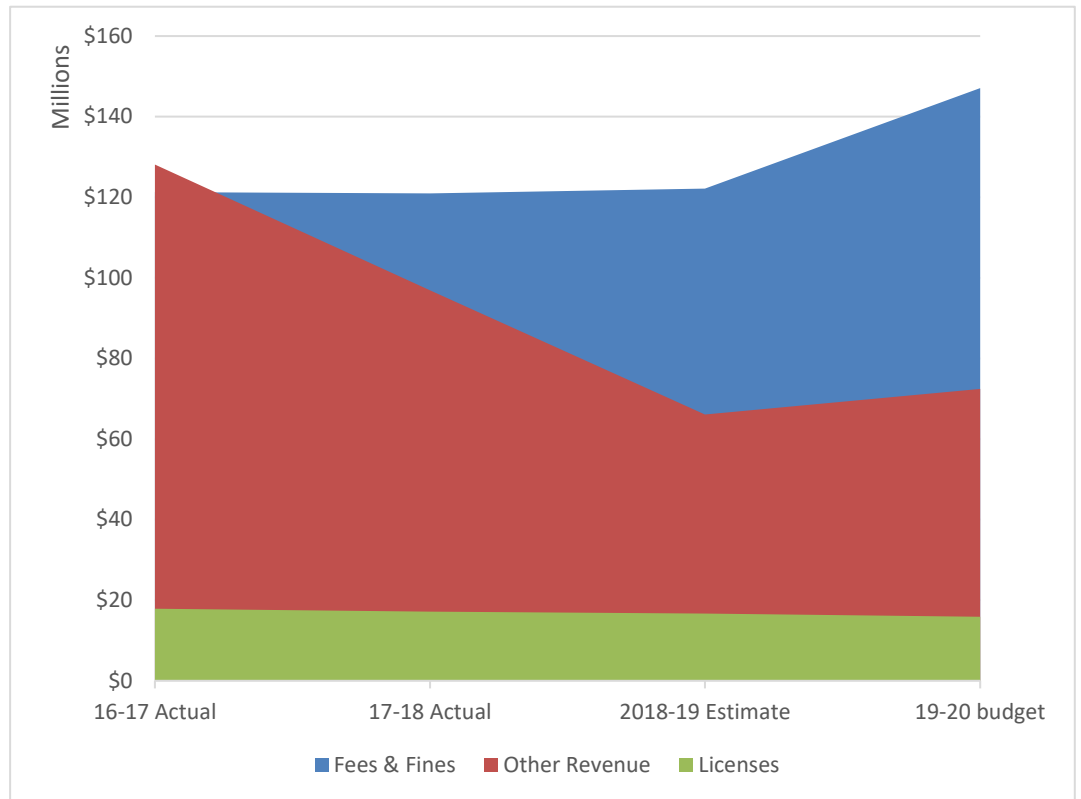
A significant portion of fee revenue comes from the County's cost allocation system through which departments pay each other for such centralized services as data processing, accounting, legal services and mailroom support. These revenues are generally calculated using historical costs and are recovered by service providing departments in arrears. As might be expected, one of the largest recipients of fee revenue is the General Fund which is budgeted to receive about \$16.7 million for services that are accounted for under this umbrella.

Another important component of fee revenue in the General Fund is recording fees collected by the County Clerk which are projected to amount to \$3.2 million this year. This revenue is estimated by the Clerk based on recent trends and projected economic conditions. Fueled by record low interest rates and easy access to funds, mortgage refinancing pushed recording fees as high as \$4.4 million in 2002-03. In the last several years, the collapse of the real estate credit market followed by more stringent underwriting requirements designed to prevent such upheaval in the future resulted

in less construction, fewer sales of existing properties and lower levels of refinancing for existing properties. For the County, this meant fewer documents recorded and lower fees.

Outside the General Fund are other internal service providers that also generate fees. Technology Services is budgeted to receive \$14.7 million for providing information management and computer services to County departments and other agencies. Facilities Management earns \$10.5 million for maintenance and management of County owned and leased facilities. Services include janitorial work, maintenance and repair of heating, air conditioning,

plumbing, electrical and mechanical systems, and safety compliance responsibilities. Fleet Services earns \$6.2 million for maintaining and repairing County and other publicly owned vehicles. Central Dispatch brings in \$6.2 million from the police and fire jurisdictions that rely on it for 9-1-1 answering and emergency radio dispatching services.



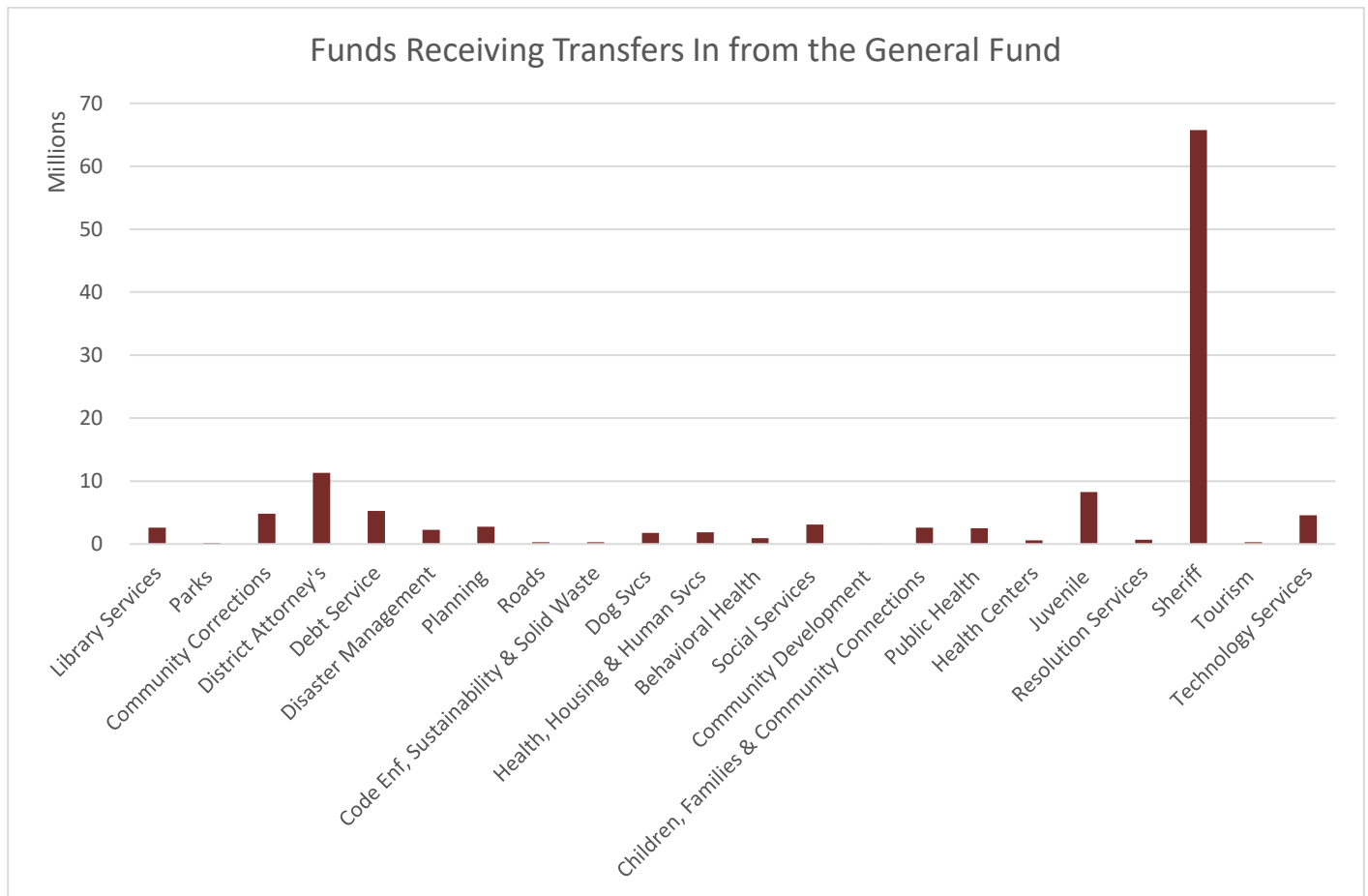
Other Revenue (10%) – This revenue classification is a catchall for sources as diverse as interest income, miscellaneous reimbursements, sales and loan proceeds. The category is budgeted to contribute \$72.4 million to total County revenues for FY 2019-20. About \$24 million is accounted for in the General Fund composed primarily 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 expects to receive \$6.5 million, almost all in salary reimbursements for employees funded by the Enhanced Law Enforcement District. As in the General Fund, costs are reimbursed dollar for dollar. The Self-Insurance Fund has budgeted \$29.3 million in medical and other insurance coverage for employees. These contributions are determined in consultation with an actuary. Other Revenue can be a very changeable resource classification, particularly when new debt issues are undertaken. This was the case in 2016-17 when \$59 million in general obligation bonds were issued to finance improvements to emergency radio equipment.

Licenses and Permits (2.0%) – These represent the granting of authority to do something such as build a house or provide cable or garbage hauling service within the County’s jurisdiction. Countywide, this source is budgeted at \$15.9 million for FY 2019-20. Construction related fees are recorded in the Building Codes Fund which anticipates collecting \$6.9 million in various licenses. Among the more significant sources are electrical permits, building permits, and plan check permits. The Transportation System Development Charge Fund is budgeted to receive \$1.7 million toward new construction. These funds will be used for capacity improvements necessitated by the new growth. In the General Fund, cable franchises are budgeted to add \$1.9 million and the Code Enforcement and Solid Waste Fund will collect \$2.2 million in garbage hauler franchise payments based on agreements with franchisees.

## Interfund Transfers

Interfund transfers are dollars sent from one fund to another within Clackamas County. Transfers are recorded to track the movement of moneys between funds but they also create a double counting of those moneys as both funds involved show revenue when they receive the funds and expense when they use them. To eliminate this duplication, the revenues analyzed in this financial summaries section calculate percentages of total resources after interfund transfers have been removed.

Most interfund transfers come from the General Fund and are composed of property tax revenue and other non-restricted monies such as cigarette and liquor taxes and franchise fees collected in the General Fund. These resources are then sent to the various County funds to support their operations. The fiscal year 2019-20 budget anticipates transferring nearly \$123 million from the General Fund to departments such as the Library Fund, Parks Fund, Sheriff's Fund and Community Corrections.



Another significant source of Interfund transfer revenue is funding provided for transportation and facilities improvements. These amounts fluctuate year to year depending upon the amount and size of projects expected to be in the construction phase.

Distribution of transient room tax to Tourism Development and the County Fair is also accomplished via interfund transfers and is budgeted at \$4.75 million for 2019-20.

This section is designed to provide an opportunity for department heads to discuss the issues that are of significance in terms of their total operation. By limiting analysis to individual funds, this overall perspective can be lost. A countywide organizational chart introduces this section to provide overall perspective.

Now in its fifth year is Performance Clackamas, a strategic plan and management system for the County based on a process known as Managing for Results that focuses on measurable results for customers. This plan was adopted by the County Commissioners in September 2014, after consideration of public input received over the prior 18 months at business meetings, open houses, community events, surveys and other methods. Performance Clackamas is built around strategic priorities and measurable goals with specific outcomes. The 5 strategic priorities are:

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

Under each of these priorities, the Commissioners adopted measurable strategic goals and timelines for their accomplishment to direct the focus and effort of the departments they oversee. These goals and their timelines along with more detailed information about Performance Clackamas appear in the Introduction Section at the front of this book.

Seventeen departments have developed their Performance Clackamas strategic business plans thus far: Finance, Business and Community Services, Transportation and Development, Technology Services, Disaster Management, Assessor, Board of County Commissioners and County Administration, Counsel, Clerk, Public and Government Affairs, Health, Housing and Human Services, Juvenile, Emergency Communications, Community Corrections, Human Resources, Resolutions Services and Tourism. These will be the departments presented first in this section. Other departments, such as the District Attorney and Treasurer's Office, are currently developing their plans.

Performance Clackamas departments will present their strategic plans in a specific new, purpose-driven, and much more detailed format. These plans are a result of a rigorous process undertaken over several months. First, each department's key staff spent several days receiving training in Managing for Results principles. With that background, they identified and articulated the priorities and results they are trying to address on behalf of their customers and then determined how to track and report on those results and their costs in a way that allows the department and the public to easily evaluate their progress.

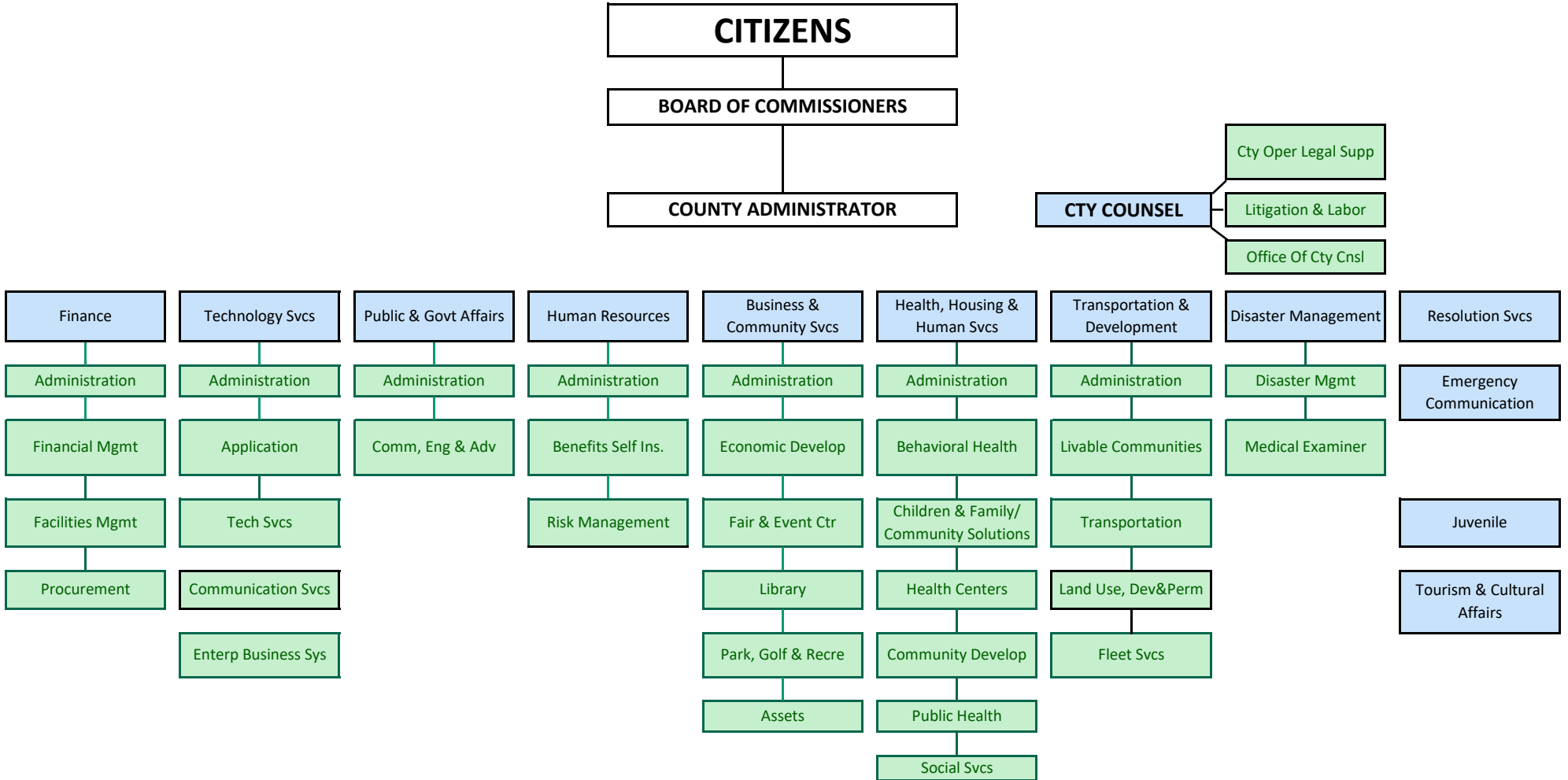
Work is divided into broader Lines of Business and more specific Programs for sets of services that have a common purpose or result. The Program is the building block of Performance Based Budgeting. It is here that performance, revenues and expenses, staffing and General Fund support are detailed. Since additional departments are transitioning to the new format each year, some are still building year to year comparisons. We can compare current budget requests with historical levels of funding, General Fund support and staffing on a fund by fund basis and that comparison is summarized on a separate page in each presentation.

Departments that have not yet developed their strategic plans will be presented as in previous years. Each section will begin with a one page summary of the department's expenditures by category and by fund over the last four years. Each department then discusses its mission, provides an overview of major programs, and details primary goals and objectives toward accomplishment of its mission and reports on key performance measures.



# Clackamas County Departments

Overseen by the Board of County Commissioners

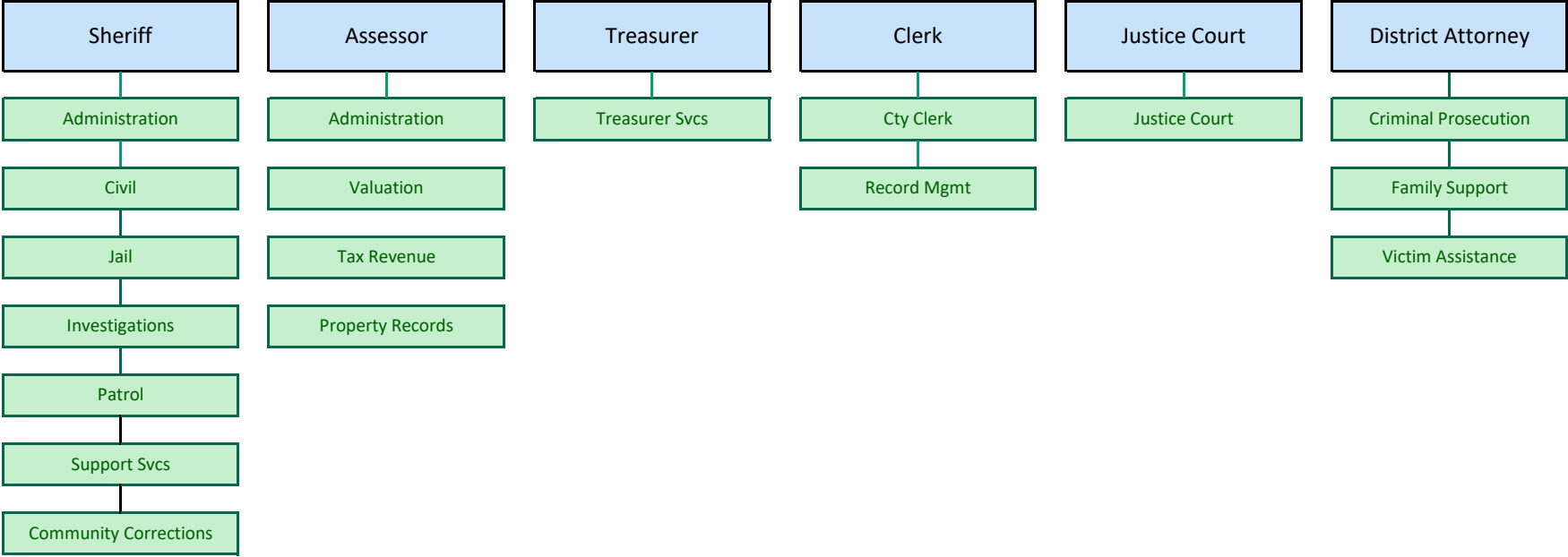


last updated 7/23/19

# Clackamas County Departments

## Overseen by Elected Officials

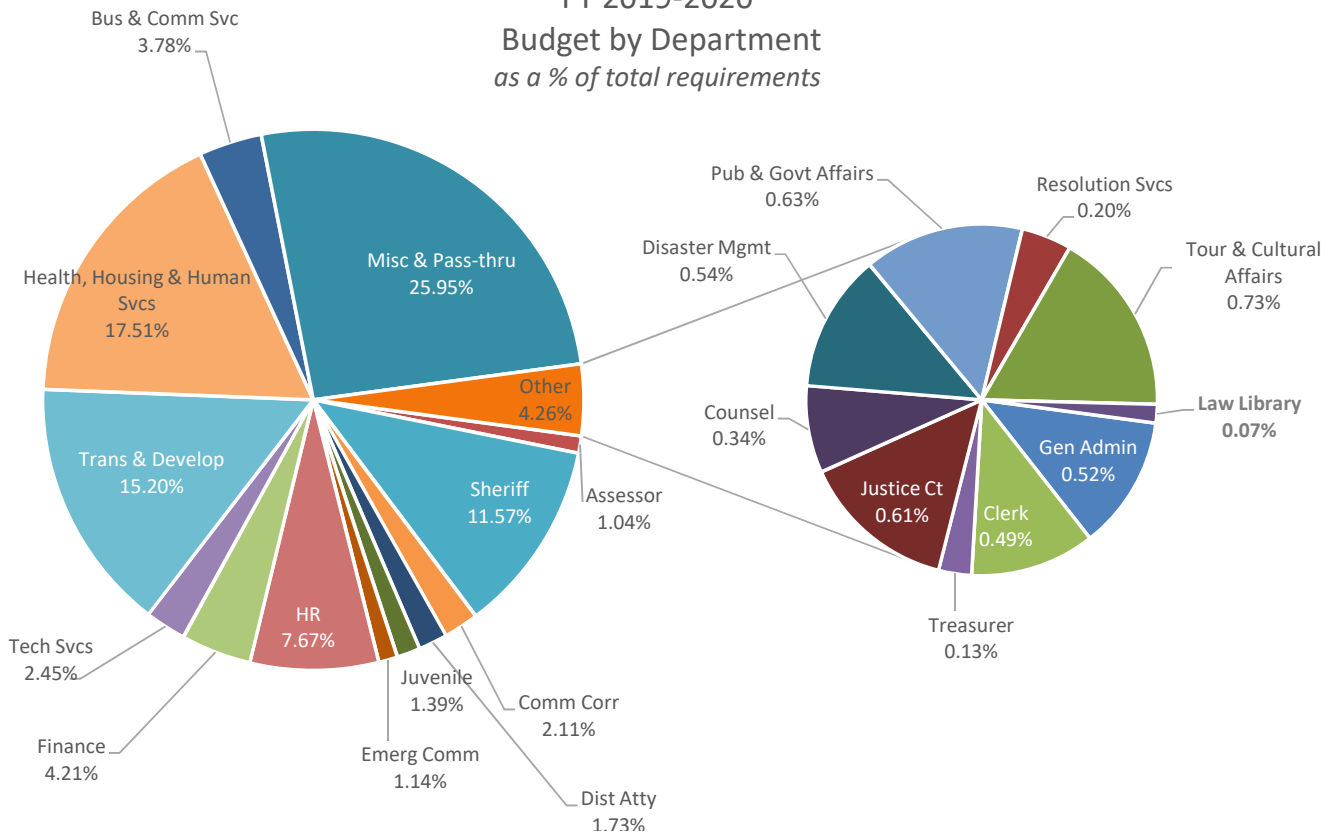
**CITIZENS**



last updated 7/23/19

| Requirements by Department              | 2016-17 Actual        | 2017-18 Actual        | 2018-19 Amnd Budget   | 2018-19 Est Actual    | 2019-20 Adopted       |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| General County Administration           | 3,777,594             | 3,959,281             | 4,369,345             | 4,303,893             | 4,517,376             |
| Assessor                                | 6,965,054             | 7,490,869             | 8,205,160             | 7,950,348             | 8,952,543             |
| Clerk                                   | 3,303,221             | 3,242,322             | 4,279,554             | 3,731,297             | 4,221,915             |
| Treasurer                               | 850,497               | 946,811               | 1,012,094             | 999,077               | 1,109,763             |
| Sheriff                                 | 83,927,941            | 88,971,444            | 93,489,487            | 91,737,280            | 99,797,210            |
| Community Corrections                   | 14,777,066            | 14,990,866            | 19,356,036            | 16,317,686            | 18,164,909            |
| District Attorney                       | 11,883,299            | 12,567,623            | 14,017,085            | 13,502,463            | 14,939,039            |
| Justice Court                           | 4,249,742             | 3,810,991             | 5,687,662             | 4,505,566             | 5,265,569             |
| Juvenile                                | 9,354,521             | 9,733,727             | 12,834,324            | 10,960,947            | 12,017,550            |
| County Counsel                          | 2,424,838             | 2,607,745             | 2,859,569             | 2,840,769             | 2,941,273             |
| Disaster Management                     | 2,118,812             | 2,399,243             | 4,538,196             | 3,037,206             | 4,661,375             |
| Emerg Communications                    | 6,683,720             | 7,686,330             | 10,029,380            | 7,953,366             | 9,870,266             |
| Public & Gov Affairs                    | 4,223,116             | 4,710,618             | 6,123,213             | 5,271,519             | 5,415,113             |
| Human Resources                         | 36,746,715            | 35,415,028            | 62,130,949            | 37,738,886            | 66,148,476            |
| Finance / Capital Proj                  | 17,874,345            | 18,248,285            | 33,661,751            | 23,143,720            | 36,339,482            |
| Technology Services                     | 15,723,486            | 16,237,313            | 24,046,064            | 21,014,375            | 21,116,810            |
| Transportation & Development            | 71,985,709            | 61,815,315            | 133,650,057           | 80,986,750            | 131,153,719           |
| Health, Housing & Human Svcs            | 97,884,576            | 101,784,064           | 154,481,550           | 116,132,606           | 151,063,348           |
| Business & Community Svcs               | 19,891,936            | 16,558,286            | 33,445,967            | 19,211,319            | 32,628,200            |
| Resolution Services                     | 1,453,084             | 1,542,962             | 1,687,357             | 1,668,218             | 1,698,279             |
| Tourism & Cultural Affairs              | 4,567,112             | 5,007,853             | 6,448,231             | 5,564,498             | 6,261,657             |
| Law Library                             | 399,407               | 394,284               | 658,461               | 392,253               | 631,100               |
| Miscellaneous & Pass-Thru Items         | 149,231,361           | 200,667,287           | 242,966,132           | 190,448,903           | 223,935,951           |
| <b>Total Requirements by Department</b> | <b>\$ 570,297,152</b> | <b>\$ 620,788,547</b> | <b>\$ 879,977,624</b> | <b>\$ 669,412,945</b> | <b>\$ 862,850,923</b> |

FY 2019-2020  
Budget by Department  
as a % of total requirements





## **Finance**

**Christa Wolfe, Director**

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

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



**Department Mission**

The mission of the Department of Finance is to provide financial, facilities, procurement, and mail/courier services to County departments, other agencies, the Board of County Commissioners, and County employees so they can conduct the public's business in a transparent, financially responsible, and responsive manner.

|                                    |  |
|------------------------------------|--|
| <b>Department of Finance</b>       |  |
| Christa Bosserman Wolfe - Director |  |
| Haley Fish - Deputy Director       |  |
| FTE 96.53                          |  |
| Total Request \$ 21,948,551        |  |
| General Fund Support \$ 2,312,285  |  |

|   |  |   |   |
|---|--|---|---|
| <b>Administration</b><br>Christa Bosserman Wolfe - Director<br><br>Total Request \$2,271,644<br>Gen Fund \$ 1,371,644 | <b>Procurement</b><br>George Marlton - Division Director<br><br>Total Request \$2,128,240<br>Gen Fund \$ 198,061 | <b>Facilities Management</b><br><br>Jeff Jorgensen - Division Director<br>Total Request \$13,458,317<br>Gen Fund \$ - | <b>Financial Management</b><br><br>Total Request \$4,090,350<br>Gen Fund \$ 742,580 |
|---|--|---|---|

|   |  |  |  |
|---|--|--|--|
| <b>Office of the Director</b><br><br>FTE 4.75<br>Total Request \$2,271,644<br>Gen Fund \$ 1,371,644 | <b>Procurement</b><br><br>FTE 8.65<br>Total Request \$1,272,594<br>Gen Fund \$ 157,831 | <b>Facilities Maintenance</b><br><br>FTE 20.00<br>Total Request \$3,864,055<br>Gen Fund \$ - | <b>Payroll</b><br>Vicky Anderson - Manager<br>FTE 5.30<br>Total Request \$746,074<br>Gen Fund \$ 113,354 |
|---|--|--|--|

|  |  |  |
|--|--|--|
| <b>Courier &amp; Mail</b><br><br>FTE 3.93<br>Total Request \$855,646<br>Gen Fund \$ 40,230 | <b>Facilities Construction &amp; Projects</b><br><br>FTE 12.00<br>Total Request \$1,412,095<br>Gen Fund \$ - | <b>Budget Support</b><br>Jennifer Chambers - Manager<br>FTE 4.30<br>Total Request \$722,421<br>Gen Fund \$ 233,405 |
|--|--|--|

|  |   |
|--|---|
| <b>Facility Support Services</b><br><br>FTE 4.00<br>Total Request \$1,979,304<br>Gen Fund \$ - | <b>Grants Financial Management</b><br>Jeff Aldridge - Manager<br>FTE 7.30<br>Total Request \$1,100,306<br>Gen Fund \$ 180,206 |
|--|---|

|   |   |
|---|---|
| <b>Utility Management</b><br><br>FTE 0.00<br>Total Request \$2,381,858<br>Gen Fund \$ - | <b>Financial Accounting</b><br>David Bodway - Controller<br>FTE 11.30<br>Total Request \$1,521,549<br>Gen Fund \$ 215,615 |
|---|---|

|  |
|--|
| <b>Safety and Security</b><br>FTE 5.00<br>Total Request \$784,461<br>Gen Fund \$ - |
|--|

|   |
|---|
| <b>Facilities Administration</b><br>FTE 10.00<br>Total Request \$3,036,544<br>Gen Fund \$ - |
|---|



Finance Department

Department Budget Summary by Fund

| <i>Line of Business</i>              | FY 19/20     | FY 19/20         | FY 19/20                   | FY 19/20             | FY 19/20   |
|--------------------------------------|--------------|------------------|----------------------------|----------------------|--|
| <i>Program</i>                       | FTE          | General Fund     | Facilities Management Fund | Total Adopted Budget | General Fund Subsidy Included in Proposed Budget** |
| Administration                       |              |                  |                            |                      |  |
| Office of the Director               | 4.75         | 2,271,644        |                            | 2,271,644            | 1,371,644  |
| Procurement                          |              |                  |                            |                      |  |
| Procurement                          | 8.65         | 1,272,594        |                            | 1,272,594            | 157,831  |
| Courier and Mail                     | 3.93         | 855,646          |                            | 855,646              | 40,230   |
| Facilities Management                |              |                  |                            |                      |  |
| Facilities Maintenance               | 20.00        |                  | 3,864,055                  | 3,864,055            | -  |
| Facilities Construction and Projects | 12.00        |                  | 1,412,095                  | 1,412,095            | -  |
| Facilities Support Services          | 4.00         |                  | 1,979,304                  | 1,979,304            | -  |
| Utility Management                   | 0.00         |                  | 2,381,858                  | 2,381,858            | -  |
| Safety and Security                  | 5.00         |                  | 784,461                    | 784,461              | -  |
| Facilities Administration            | 10.00        |                  | 3,036,544                  | 3,036,544            | -  |
| Financial Management                 |              |                  |                            |                      |  |
| Payroll                              | 5.30         | 746,074          |                            | 746,074              | 113,354  |
| Budget Support                       | 4.30         | 722,421          |                            | 722,421              | 233,405  |
| Grants Financial Management          | 7.30         | 1,100,306        |                            | 1,100,306            | 180,206  |
| Financial Accounting                 | 11.30        | 1,521,549        |                            | 1,521,549            | 215,615  |
| <b>TOTAL</b>                         | <b>96.53</b> | <b>8,490,234</b> | <b>13,458,317</b>          | <b>21,948,551</b>    | <b>2,312,285</b>                                   |
| <b>FY 18/19 Budget</b>               | 96.53        | 7,762,118        | 13,285,471                 | 21,047,589           | 2,642,398  |
| <b>\$ Increase (Decrease)</b>        | 0.00         | 728,116          | 172,846                    | 900,962              | -330,113   |
| <b>% Increase (Decrease)</b>         | 0.00%        | 9.38%            | 1.30%                      | 4.28%                | -12.49%  |

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

\*\*\*

The Finance Department initially reduced it's budget by approximately \$700k from the prior year's appropriation. This was then offset by an increase to contingency of about \$300,000, which was added to approximately \$900,000 in beginning balance a for a total budgeted contingency of \$1,200,000 for the replacement of our 20 year old budget software and upgrades to the ERP.



# Administration

## Office of the Director



### Purpose Statement

The purpose of the Administrative Line of Business is to provide training, policy, project management, and contract services to County employees and human resources services to department employees so they can effectively manage finance, procurement, and facilities responsibilities necessary to their jobs.

### Performance Narrative Statement

The Office of the Director Program adopted a \$2,271,644 budget, a continuation of current service funding levels. These resources will allow the program to deliver training, financial policy development and implementation, and contract generation and management services to department and County staff so they can effectively manage and apply the finances of the County, and provide procurement, fleet 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 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result  | Bond rating maintained or improved  | Aa1                | Aaa                | Aaa                | Aaa                                   | Aaa                |
|  Result | % Finance Divisions/Programs with updated strategic plan performance results <sup>1</sup> | NEW                | NEW                | 75%                | 0%                                    | 100%               |
| Output  | Number of employees that attended PeopleSoft Finance classes <sup>2</sup>                 | NEW                | 50                 | 50                 | 28                                    | 50                 |

<sup>1</sup> The Fleet Division was transferred to DTD effective January 12, 2019. The Facilities Division updated their strategic plan March 2019. Finance will update their strategic plan in FY19-20. Will have achieved 50% by the end of the fiscal year.

<sup>2</sup> Additional employees attended PeopleSoft classes in March 2019. Will exceed target by the end of the fiscal year.

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation 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.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | 223,889                       | 223,889                           | 900,000                       | 676,111                        | 302.0%                           |
| Charges for Service                             | 11,485             | 1,556              | -                             | -                                 | -                             | -                              | 0%                               |
| Other Revenues                                  | 4,855              | 2,243              | 1,000                         | 1,000                             | -                             | (1,000)                        | -100.0%                          |
| <b>Operating Revenue</b>                        | <b>16,340</b>      | <b>3,799</b>       | <b>1,000</b>                  | <b>1,000</b>                      | -                             | (1,000)                        | -100.0%                          |
| <b>Total Rev - Including Beginning Bal</b>      | <b>16,340</b>      | <b>3,799</b>       | <b>224,889</b>                | <b>224,889</b>                    | <b>900,000</b>                | <b>675,111</b>                 | <b>300.2%</b>                    |
| Personnel Services                              | 671,406            | 752,807            | 869,008                       | 698,280                           | 841,551                       | (27,457)                       | -3.2%                            |
| Materials & Services                            | 54,355             | 76,323             | 106,456                       | 141,591                           | 174,655                       | 68,199                         | 64.1%                            |
| Cost Allocation Charges                         | 41,048             | 54,753             | 51,300                        | 51,300                            | 55,438                        | 4,138                          | 8.1%                             |
| <b>Operating Expenditure</b>                    | <b>766,809</b>     | <b>883,883</b>     | <b>1,026,764</b>              | <b>891,171</b>                    | <b>1,071,644</b>              | <b>44,880</b>                  | <b>4.4%</b>                      |
| Contingency                                     | -                  | -                  | 669,062                       | -                                 | 1,200,000                     | 530,938                        | 100.0%                           |
| <b>Total Exp - Including Special Categories</b> | <b>766,809</b>     | <b>883,883</b>     | <b>1,695,826</b>              | <b>891,171</b>                    | <b>2,271,644</b>              | <b>575,818</b>                 | <b>34.0%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>750,469</b>     | <b>880,084</b>     | <b>1,470,937</b>              | <b>666,282</b>                    | <b>1,371,644</b>              | <b>(99,293)</b>                | <b>-6.8%</b>                     |
| Full Time Equiv Pos (FTE) Budgeted              | 5.60               | 4.80               | 5.00                          | 5.00                              | 4.75                          | (0.25)                         | -5.0%                            |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.60               | 4.80               | 5.00                          | 5.00                              | -                             | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |

**Significant Issues and Changes**

\*Materials & Services increased due to budgeting additional professional services for the HRPMO technical analysis of the PeopleSoft system, the cost study of replacing the ERP, and an additional amount to review operations for efficiency.  
 \*Departmental savings of approximately \$900,000 of prior years General Fund contributions were carried forward to FY19/20 and combined with an additional \$300,000 to accumulate funds for the replacement of our 20 year old budget and accounting software systems.





# Procurement Procurement


## Purpose Statement

The purpose of the Procurement Program is to facilitate procurement processes, negotiate contracts, provide project consulting for a wide array of goods and services, personal/professional services, and construction related services to County departments, agencies, and districts ensuring an open, transparent, fair and compliant process.

## Performance Narrative Statement

The Procurement Program adopted a \$1,272,594 budget. The Proposed budget is intended to reflect the resources required to maintain the current high level of support to all County departments, agencies and districts. These resources will provide County departments, agencies and districts with timely procurement and contract services, personal property repurposing and disposition services so they can successfully fulfill their strategic goals.

## Key Performance Measures

|   |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as<br>of 12/31/18 | FY 19-20<br>Target |
|---|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  | Result<br>% successfully completed procurements<br>(Unsuccessful procurements are projects that are cancelled because no bids, over budget, or the project has been cancelled.) | 100%               | 99%                | 87%                | 99%                                   | 90%                |
|   | Result<br>% Small contracts (<\$50k) completed within 10 business days  | NEW                | NEW                | 85%                | 93%                                   | 85%                |
|   | Output<br>Number of contracts completed   | 739                | 1082               | 900                | 466                                   | 900                |

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.



Procurement

Procurement

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Charges for Service                             | 686,448            | 629,459            | 888,941                       | 888,941                           | 900,491                       | 11,550                         | 1.3%                             |
| Other Revenues                                  | 39,633             | 126,088            | 85,100                        | -                                 | 214,272                       | 129,172                        | 151.8%                           |
| <b>Operating Revenue</b>                        | <b>726,081</b>     | <b>755,547</b>     | <b>974,041</b>                | <b>888,941</b>                    | <b>1,114,763</b>              | <b>140,722</b>                 | <b>14.4%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | <b>726,081</b>     | <b>755,547</b>     | <b>974,041</b>                | <b>888,941</b>                    | <b>1,114,763</b>              | <b>140,722</b>                 | <b>14.4%</b>                     |
| Personnel Services                              | 702,996            | 864,310            | 1,181,624                     | 1,212,464                         | 1,069,432                     | (112,192)                      | -9.5%                            |
| Materials & Services                            | 70,796             | 83,914             | 163,183                       | 101,733                           | 117,450                       | (45,733)                       | -28.0%                           |
| Cost Allocation Charges                         | 68,149             | 65,393             | 64,348                        | 64,348                            | 85,712                        | 21,364                         | 33.2%                            |
| Capital Outlay                                  | -                  | 6,362              | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Expenditure</b>                    | <b>841,941</b>     | <b>1,019,979</b>   | <b>1,409,155</b>              | <b>1,378,545</b>                  | <b>1,272,594</b>              | <b>(136,561)</b>               | <b>-9.7%</b>                     |
| <b>Total Exp - Including Special Categories</b> | <b>841,941</b>     | <b>1,019,979</b>   | <b>1,409,155</b>              | <b>1,378,545</b>                  | <b>1,272,594</b>              | <b>(136,561)</b>               | <b>-9.7%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>115,860</b>     | <b>264,432</b>     | <b>435,114</b>                | <b>489,604</b>                    | <b>157,831</b>                | <b>(277,283)</b>               | <b>-63.7%</b>                    |
| Full Time Equiv Pos (FTE) Budgeted              | 6.70               | 6.70               | 9.70                          | 9.70                              | 8.65                          | (1.05)                         | 44.8%                            |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 6.70               | 5.70               |                               | 9.70                              |                               |                                |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | 1.00               |                               | -                                 |                               |                                |                                  |

Significant Issues and Changes

\*Procurement has increased department revenue, however significant cuts were made to the general fund support and material and services budget due to the state of the county budget.

\*Workloads continue to remain significantly higher than other jurisdictions. Staffing either need increased to continue providing services at the current service level or service levels and timelines need revised.



**Procurement**  
**Courier and Mail**

**Purpose Statement**

The purpose of the Courier and Mail Operations Program is to provide coordinated mail processing services, US Mail, and small parcel distributions services to County employees so they can convey mail, small parcels, and other materials in the most cost effective manner.

**Performance Narrative Statement**

The Courier and Mail Program adopted a \$855,646 budget. The proposed budget reflects a realignment of resources realized through the Performance Clackamas process and is intended to reflect the resources required to maintain the current high level of support to all County departments, agencies and districts. These resources will provide County departments, agencies and districts timely and coordinated mail processing, US mail and small parcel distribution services so they can successfully fulfill their strategic goals.

**Key Performance Measures**

|            |                       | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|------------|-----------------------|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Efficiency | Cost per courier stop | \$80/Month         | \$95/Month         | \$114/Month        | \$116/Month                           | \$95/Month         |

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



**Procurement**

**Courier and Mail**

**Budget Summary**

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| Charges for Service                             | 620,292            | 815,564            | 847,576                       | 776,052                           | 815,416                       | (32,160)                       | -3.8%                            |
| Other Revenues                                  | -                  | 4,347              | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Revenue</b>                        | <b>620,292</b>     | <b>819,911</b>     | <b>847,576</b>                | <b>776,052</b>                    | <b>815,416</b>                | <b>(32,160)</b>                | <b>-3.8%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | <b>620,292</b>     | <b>819,911</b>     | <b>847,576</b>                | <b>776,052</b>                    | <b>815,416</b>                | <b>(32,160)</b>                | <b>-3.8%</b>                     |
| Personnel Services                              | 269,037            | 294,972            | 323,803                       | 304,212                           | 343,492                       | 19,689                         | 6.1%                             |
| Materials & Services                            | 430,841            | 391,905            | 505,633                       | 359,735                           | 455,081                       | (50,552)                       | -10.0%                           |
| Cost Allocation Charges                         | 44,651             | 51,161             | 48,721                        | 48,721                            | 57,073                        | 8,352                          | 17.1%                            |
| Capital Outlay                                  | -                  | -                  | -                             | 45,000                            | -                             | -                              | 100.0%                           |
| <b>Operating Expenditure</b>                    | <b>744,529</b>     | <b>738,038</b>     | <b>878,157</b>                | <b>757,668</b>                    | <b>855,646</b>                | <b>(22,511)</b>                | <b>-2.6%</b>                     |
| Contingency                                     | -                  | -                  | 45,000                        | -                                 | -                             | (45,000)                       | -100.0%                          |
| <b>Total Exp - Including Special Categories</b> | <b>744,529</b>     | <b>738,038</b>     | <b>923,157</b>                | <b>757,668</b>                    | <b>855,646</b>                | <b>(67,511)</b>                | <b>-7.3%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>124,237</b>     | <b>(81,873)</b>    | <b>75,581</b>                 | <b>(18,384)</b>                   | <b>40,230</b>                 | <b>(35,351)</b>                | <b>-46.8%</b>                    |
| Full Time Equiv Pos (FTE) Budgeted              | 3.53               | 3.83               | 3.83                          | 3.83                              | 3.93                          | 0.10                           | 2.6%                             |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 3.53               | 3.83               |                               | 3.83                              |                               |                                |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  |                               |                                   |                               |                                |                                  |

**Significant Issues and Changes**

\*Reduced reliance on the general fund support and reduced materials and supplies budget.



# Facilities Management Facilities Maintenance

## Purpose Statement

The purpose of the Facilities Maintenance Program is to provide well maintained facilities and grounds.

## Performance Narrative Statement

The Facilities Maintenance Program adopted a \$3,864,055 budget, an increase of our current funding level due to increased cost for materials and contracted services. These resources will allow us to respond and complete work request from tenants and planned maintenance so that the facility can be in the best possible condition. Having buildings in good to excellent condition helps the tenants better serve their clients and the County.

## Key Performance Measures

|            |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target       |
|------------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------------|
| Result     | % County facilities that are completely inventoried in an asset management program                      | 50%                | 75%                | 60%                | 55%                                   | Discontinued in FY 19-20 |
| Result     | % Facilities maintained in good to excellent condition  | 70%                | 75%                | 52%                | 32%                                   | 75%                      |
| Efficiency | # Square feet maintained per maintenance technician<br>(National recommended average of 42,500 sq. ft.) | 69,723 sq. ft.     | 73,293 sq. ft.     | 50,200 sq. ft.     | 62,681 sq. ft.                        | 62,681                   |

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) and Occupational Safety and Health Administration (OSHA) requirements for the buildings.

Managing for Results Goals are being revised for FY 2019-2020.



**Facilities Management**

**Facilities Maintenance**

**Budget Summary**

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>323,369</b>     | <b>5,000</b>       | <b>162,698</b>                | <b>162,698</b>                    | <b>-</b>                      | <b>(162,698)</b>               | <b>-100.0%</b>                      |
| Charges for Service                             | 2,696,006          | 3,392,599          | 3,528,165                     | 3,327,927                         | 3,864,055                     | 335,890                        | 9.5%                                |
| Other Revenues                                  | 235                | 9,711              | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>2,696,241</b>   | <b>3,402,310</b>   | <b>3,528,165</b>              | <b>3,327,927</b>                  | <b>3,864,055</b>              | <b>173,192</b>                 | <b>9.5%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>3,019,610</b>   | <b>3,407,310</b>   | <b>3,690,863</b>              | <b>3,490,625</b>                  | <b>3,864,055</b>              | <b>10,494</b>                  | <b>4.7%</b>                         |
| Personnel Services                              | 1,253,093          | 1,562,195          | 2,232,474                     | 2,093,838                         | 2,485,888                     | 253,414                        | 11.4%                               |
| Materials & Services                            | 933,858            | 1,127,219          | 1,448,389                     | 1,240,165                         | 1,378,167                     | (70,222)                       | -4.8%                               |
| Cost Allocation Charges                         | 43,100             | 90,160             | -                             | -                                 | -                             | -                              | 0%                                  |
| Capital Outlay                                  | 98,956             | -                  | 10,000                        | 10,000                            | -                             | (10,000)                       | -100.0%                             |
| <b>Operating Expenditure</b>                    | <b>2,329,007</b>   | <b>2,779,574</b>   | <b>3,690,863</b>              | <b>3,344,003</b>                  | <b>3,864,055</b>              | <b>173,192</b>                 | <b>4.7%</b>                         |
| <b>Total Exp - Including Special Categories</b> | <b>2,329,007</b>   | <b>2,779,574</b>   | <b>3,690,863</b>              | <b>3,344,003</b>                  | <b>3,864,055</b>              | <b>173,192</b>                 | <b>4.7%</b>                         |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 12.00              | 16.00              | 20.00                         | 20.00                             | 20.00                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 11.00              | 15.00              |                               | 17.00                             |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.00               | 1.00               |                               | 3.00                              |                               |                                |                                     |

**Significant Issues and Changes**

Cost increases to this program is due to increase cost of personnel



# Facilities Management

## Facilities Construction and Projects

### Purpose Statement

The purpose of the Facilities Construction and Projects Program is to provide project management including well designed, cost efficient facilities through construction services to tenants.

### Performance Narrative Statement

The Facilities Construction and Projects Program adopted a \$1,412,095 budget, a continuation of our current funding level. These resources will provide project estimation, design, construction and project management services for tenants and the County. These funds will allow us to make changes and improvements to County facilities that will better serve the department and citizens of Clackamas County.

### Key Performance Measures

|        |   | FY 16-17<br>Actual          | FY 17-18<br>Actual          | FY 18-19<br>Target          | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target       |
|--------|---|-----------------------------|-----------------------------|-----------------------------|---------------------------------------|--------------------------|
| Result | % Construction projects completed within budget         | 95%                         | 95%                         | 95%                         | 90%                                   | Discontinued in FY 19-20 |
| Result | % Construction projects completed on-time               | 50%                         | 75%                         | 90%                         | 75%                                   | Discontinued in FY 19-20 |
| Result | % of customers rate communication as good or very good. | * New Measure for 2019-2020 | * New Measure for 2019-2020 | * New Measure for 2019-2020 | * New Measure for 2019-2020           | 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            We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) requirements for the buildings and County standards for work area requirements.

Managing for Results Goals are being revised for FY 2019-2020.



**Facilities Management**

**Facilities Construction & Projects**

**Budget Summary**

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>140,790</b>     | <b>150,000</b>     | <b>50,000</b>                 | <b>50,000</b>                     | <b>-</b>                      | <b>(50,000)</b>                | <b>-100.0%</b>                      |
| Charges for Service                             | 927,964            | 1,196,376          | 1,459,870                     | 1,823,508                         | 1,412,095                     | (47,775)                       | -3.3%                               |
| Other Revenues                                  | 10                 | 2,160              | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>927,974</b>     | <b>1,198,536</b>   | <b>1,459,870</b>              | <b>1,823,508</b>                  | <b>1,412,095</b>              | <b>(47,775)</b>                | <b>-3.3%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,068,764</b>   | <b>1,348,536</b>   | <b>1,509,870</b>              | <b>1,873,508</b>                  | <b>1,412,095</b>              | <b>(97,775)</b>                | <b>-6.5%</b>                        |
| Personnel Services                              | 983,786            | 940,005            | 1,241,500                     | 1,166,688                         | 1,355,555                     | 114,055                        | 9.2%                                |
| Materials & Services                            | 97,078             | 57,202             | 218,370                       | 617,212                           | 56,540                        | (161,830)                      | -74.1%                              |
| Cost Allocation Charges                         | 24,800             | 46,284             | -                             | -                                 | -                             | -                              | 100.0%                              |
| Capital Outlay                                  | -                  | -                  | 50,000                        | -                                 | -                             | (50,000)                       | -100.0%                             |
| <b>Operating Expenditure</b>                    | <b>1,105,664</b>   | <b>1,043,491</b>   | <b>1,509,870</b>              | <b>1,783,900</b>                  | <b>1,412,095</b>              | <b>(97,775)</b>                | <b>-6.5%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>1,105,664</b>   | <b>1,043,491</b>   | <b>1,509,870</b>              | <b>1,783,900</b>                  | <b>1,412,095</b>              | <b>(97,775)</b>                | <b>-6.5%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 11.00              | 11.00              | 12.00                         | 12.00                             | 12.00                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 11.00              | 11.00              | -                             | 10.00                             | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 2.00                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

The decrease in materials and services is due to a change in accounting – costs are now accounted for in Fund 420.





# Facilities Management Facility Support Services

## Purpose Statement

The purpose of the Facilities Support Services Program is to provide janitorial services and warehouse management to support clean and well maintained facilities.

## Performance Narrative Statement

The Facilities Support Services program adopted a \$1,979,304 budget, an increase of our current funding level. The increase is to add a position to better monitor and react to issues in the buildings and with the contractor. These resources will provide janitorial services for the County. These funds will allow us to provide clean and presentable facilities at the lowest possible cost.

## Key Performance Measures

|        |   | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target          |
|--------|---|-----------------|-----------------|-----------------|---------------------------------|--------------------------|
| Result | % Landscape inspections that "meet" or "exceed" maintenance and cleanliness standards.  | 100%            | 100%            | 92%             | 95%                             | Discontinued in FY 19-20 |
| Result | % Janitorial inspections that "meet" or "exceed" maintenance and cleanliness standards. | 25%             | 100%            | 25%             | 0%                              | 75%                      |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation      Managing for Results Goals are being revised for FY 2019-2020.



## Facilities Management

### Facilities Support Services

#### Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | 75,825             | -                  | 56,000                        | 46,000                            | -                             | (56,000)                       | 100.0%                              |
| Charges for Service                             | 2,228,417          | 1,685,767          | 1,668,697                     | 1,707,545                         | 1,979,304                     | 310,607                        | 18.6%                               |
| Other Revenues                                  | 5,103              | 6,804              | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>2,233,520</b>   | <b>1,692,571</b>   | <b>1,668,697</b>              | <b>1,707,545</b>                  | <b>1,979,304</b>              | <b>310,607</b>                 | <b>18.6%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,309,345</b>   | <b>1,692,571</b>   | <b>1,724,697</b>              | <b>1,753,545</b>                  | <b>1,979,304</b>              | <b>254,607</b>                 | <b>14.8%</b>                        |
| Personnel Services                              | 206,300            | 224,318            | 263,056                       | 265,056                           | 421,254                       | 158,198                        | 60.1%                               |
| Materials & Services                            | 1,689,188          | 1,314,489          | 1,461,641                     | 1,424,663                         | 1,558,050                     | 96,409                         | 6.6%                                |
| Cost Allocation Charges                         | 9,700              | 30,120             | -                             | -                                 | -                             | -                              | 100.0%                              |
| <b>Operating Expenditure</b>                    | <b>1,905,188</b>   | <b>1,568,927</b>   | <b>1,724,697</b>              | <b>1,689,719</b>                  | <b>1,979,304</b>              | <b>254,607</b>                 | <b>14.8%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>1,905,188</b>   | <b>1,568,927</b>   | <b>1,724,697</b>              | <b>1,689,719</b>                  | <b>1,979,304</b>              | <b>254,607</b>                 | <b>14.8%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Budgeted              | 3.00               | 2.00               | 3.00                          | 3.00                              | 4.00                          | 1.00                           | 33.3%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 3.00               | 1.00               | -                             | 3.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | 1.00               | -                             | -                                 | -                             | -                              | -                                   |

#### Significant Issues and Changes

We are increasing staffing by adding a Building Maintenance Specialist Senior from the Management Analyst position in Utility Management to better support this program. This additional position for this fiscal year will help us meet our janitorial inspection needs and respond better to issues in the buildings and with the contractor. The other cost increases are due to our contracted janitorial company and products for the buildings.



# Facilities Management

## Utility Management

### Purpose Statement

The purpose of the Utility Management program is to monitor, analyze, and help improve the energy usage and operation of buildings to meet County sustainability goals.

### Performance Narrative Statement

The Utility Management Program adopted a \$2,381,858 budget. The resources for this program are used to pay all utility bills for the buildings Facilities Management oversee along with other locations such as Jail, street lights, signal lights, etc.

### Key Performance Measures

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | Reduce overall energy intensity (per sq. ft.) | N/A                | 64.99              | 71.3               | 68.28                                 | 61.96              |

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



Facilities Management

Utility Management

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | 10,000                            | -                             | -                              | 100.0%                              |
| Charges for Service                             | -                  | 97,954             | 89,338                        | 308,395                           | -                             | (89,338)                       | -100.0%                             |
| Other Revenues                                  | -                  | 2,077,596          | 2,288,726                     | 2,288,726                         | 2,381,858                     | 93,132                         | 4.1%                                |
| <b>Operating Revenue</b>                        | -                  | <b>2,175,550</b>   | <b>2,378,064</b>              | <b>2,597,121</b>                  | <b>2,381,858</b>              | <b>3,794</b>                   | <b>100.0%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>2,175,550</b>   | <b>2,378,064</b>              | <b>2,607,121</b>                  | <b>2,381,858</b>              | <b>3,794</b>                   | <b>100.0%</b>                       |
| Personnel Services                              | -                  | 41,345             | 89,338                        | 67,024                            | -                             | (89,338)                       | -100.0%                             |
| Materials & Services                            | -                  | 2,410,571          | 2,288,726                     | 2,422,923                         | 2,381,858                     | 93,132                         | 4.1%                                |
| <b>Operating Expenditure</b>                    | -                  | <b>2,451,916</b>   | <b>2,378,064</b>              | <b>2,489,947</b>                  | <b>2,381,858</b>              | <b>3,794</b>                   | <b>100.0%</b>                       |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>2,451,916</b>   | <b>2,378,064</b>              | <b>2,489,947</b>                  | <b>2,381,858</b>              | <b>3,794</b>                   | <b>100.0%</b>                       |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 1.00               | 1.00               | 1.00                          | 1.00                              | -                             | (1.00)                         | -100.0%                             |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 1.00               | 1.00               |                               | -                                 | -                             | -                              | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  |                               | 1.00                              | -                             |                                |                                     |

**Significant Issues and Changes**

The reduction to this program is the moving of the Management Analyst to the Support Services as a Building Maintenance Specialist Senior. Utility costs are expected to be minimal increases in FY 2019-20.



# Facilities Management

## Safety and Security

### Purpose Statement

The purpose of the Safety and Security Program is to provide training, inspection, reporting, and emergency response and coordination services to tenants so they can work and conduct business in safe, secure facilities.

### Performance Narrative Statement

The Safety and Security Program adopted a \$784,461 budget, is decrease of our current funding level. These resources will provide inspections, testing, drills, reporting of alarm systems and coordination of emergency response services. This will result in safe and secure facilities for staff and visitors to conduct business.

### Key Performance Measures

|            |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target       |
|------------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------------|
| Result     | % Facilities where evacuation drills are conducted annually     | 75%                | 100%               | 100%               | 93%                                   | 100%                     |
| Result     | % Scheduled fire and life safety inspections completed annually | 60%                | 85%                | 50%                | 80%                                   | Discontinued in FY 19-20 |
| Efficiency | Ratio of special request to required evacuation drills          | 0                  | 1-2                | 1-1                | 1-2                                   | Discontinued in FY 19-20 |

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) requirements for the buildings, alarm permit requirements, Clackamas County Fire District code requirements, Safety Data Sheet records and fire/intrusion/panic button annual testing.

Managing for Results Goals are being revised for FY 2019-2020.



**Facilities Management**

**Fire and Life Safety**

**Budget Summary**

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>21,174</b>      | -                  | -                             | -                                 | -                             | -                              | <b>100.0%</b>                       |
| Charges for Service                             | 597,793            | 886,036            | 892,794                       | 823,345                           | 784,461                       | (108,333)                      | -12.1%                              |
| Other Revenues                                  | 1,057              | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>598,850</b>     | <b>886,036</b>     | <b>892,794</b>                | <b>823,345</b>                    | <b>784,461</b>                | <b>(108,333)</b>               | <b>-12.1%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>620,024</b>     | <b>886,036</b>     | <b>892,794</b>                | <b>823,345</b>                    | <b>784,461</b>                | <b>(108,333)</b>               | <b>-12.1%</b>                       |
| Personnel Services                              | 302,528            | 510,777            | 642,752                       | 608,313                           | 525,801                       | (116,951)                      | -18.2%                              |
| Materials & Services                            | 160,376            | 243,894            | 221,042                       | 144,022                           | 258,660                       | 37,618                         | 17.0%                               |
| Cost Allocation Charges                         | 10,650             | 27,949             | -                             | -                                 | -                             | -                              | 0%                                  |
| Capital Outlay                                  | 160                | -                  | 29,000                        | 29,000                            | -                             | (29,000)                       | 100.0%                              |
| <b>Operating Expenditure</b>                    | <b>473,714</b>     | <b>782,620</b>     | <b>892,794</b>                | <b>781,335</b>                    | <b>784,461</b>                | <b>(108,333)</b>               | <b>-12.1%</b>                       |
| <b>Total Exp - Including Special Categories</b> | <b>473,714</b>     | <b>782,620</b>     | <b>892,794</b>                | <b>781,335</b>                    | <b>784,461</b>                | <b>(108,333)</b>               | <b>-12.1%</b>                       |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 3.00               | 4.00               | 6.00                          | 6.00                              | 5.00                          | (1.00)                         | -16.7%                              |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 3.00               | 4.00               | -                             | 5.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

The reason for the decrease is reclassing supervisor position to the AutoCAD position in Administration to better serve out customers.



# Facilities Management Facilities Administration




## Purpose Statement

The purpose of the Facilities Administration line of business is to provide direct customer service, asset management request processing and dispatch, payments and financial tracking, and security identification/access badges to tenants so they can serve their customers in well managed facilities.

## Performance Narrative Statement

The Facilities Administration Program adopted a \$3,036,544 budget, an increase of our current funding level due to the request to convert a part-time position to full-time. These resources provide to this group provides processing and dispatch of work requests, submittal of payments, financial account for the division, creation of security identification/access badges, and overall customer service. These funds will allow us to support the division and provide customer service to building occupants.

## Key Performance Measures

|  |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target        | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target       |
|--|--|--------------------|--------------------|---------------------------|---------------------------------------|--------------------------|
| Result   | Ratio of preventive maintenance to unplanned work orders                     | 50:50              | 50:50              | 41:59                     | 56:44                                 | Discontinued in FY 19-20 |
|  Result   | % of Facilities that meet or exceed health, safety, and comfort standards    | NA                 | 75.00%             | NA - Survey being created | NA - Survey being created             | Discontinued in FY 19-20 |
| Result   | % of work orders completed to customer satisfaction                          | NA                 | 90.00%             | NA - Survey being created | NA - Survey being created             | Discontinued in FY 19-20 |
|  Result  | % of facilities and properties listed in the County Asset Management Program | 75%                | 100%               | 75%                       | 100%                                  | 100%                     |
|  Result | # of County facilities listed in an asset management program                 | New Measure        |                    |                           |                                       | 165                      |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation      Managing for Results Goals are being revised for FY 2019-2020.



Facilities Management

Facilities Operations

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | 619,037            | 1,418,716          | 1,998,203                     | 1,998,203                         | 597,860                       | (1,400,343)                    | -70.1%                              |
| Charges for Service                             | 1,194,394          | 1,270,381          | 1,084,056                     | 749,071                           | 2,438,684                     | 1,354,628                      | 125.0%                              |
| Other Revenues                                  | 2,081,287          | 11,581             | 6,924                         | 4,928                             | -                             | (6,924)                        | -100.0%                             |
| <b>Operating Revenue</b>                        | <b>3,275,681</b>   | <b>1,281,962</b>   | <b>1,090,980</b>              | <b>753,999</b>                    | <b>2,438,684</b>              | <b>1,347,704</b>               | <b>123.5%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>3,894,718</b>   | <b>2,700,678</b>   | <b>3,089,183</b>              | <b>2,752,202</b>                  | <b>3,036,544</b>              | <b>(52,639)</b>                | <b>-1.7%</b>                        |
| Personnel Services                              | 798,173            | 940,693            | 1,155,793                     | 1,075,568                         | 1,351,800                     | 196,007                        | 17.0%                               |
| Materials & Services                            | 2,480,817          | 200,938            | 425,340                       | 341,608                           | 466,068                       | 40,728                         | 9.6%                                |
| Cost Allocation Charges                         | 246,179            | 162,223            | 372,776                       | 372,776                           | 472,676                       | 99,900                         | 26.8%                               |
| Capital Outlay                                  | -                  | 13,400             | 960,000                       | 823,630                           | 566,000                       | (394,000)                      | -41.0%                              |
| <b>Operating Expenditure</b>                    | <b>3,525,169</b>   | <b>1,317,254</b>   | <b>2,913,909</b>              | <b>2,613,582</b>                  | <b>2,856,544</b>              | <b>(57,365)</b>                | <b>-2.0%</b>                        |
| Contingency                                     | -                  | -                  | 175,274                       | -                                 | 180,000                       | 4,726                          | 2.7%                                |
| <b>Total Exp - Including Special Categories</b> | <b>3,525,169</b>   | <b>1,317,254</b>   | <b>3,089,183</b>              | <b>2,613,582</b>                  | <b>3,036,544</b>              | <b>(52,639)</b>                | <b>-1.7%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Budgeted              | 13.00              | 13.00              | 9.00                          | 9.00                              | 10.00                         | 1.00                           | 11.1%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 13.00              | 13.00              |                               | 7.00                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  |                               | 2.00                              |                               |                                |                                     |

**Significant Issues and Changes**

Increasing a part-time position to full-time and funding is coming from reclassing an existing position to the AutoCAD technician who maintains the building drawings, creating evacuation plans, and space planning design. The other increases are due to general personnel increases and increases in cost allocations charged to Facilities.





# Financial Management

## Payroll


### Purpose Statement

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

### Performance Narrative Statement

The Payroll Program adopted a \$746,074 budget, a continuation of our current funding level. These resources allow the program to serve County employees and departments, processing approximately 61,000 paychecks annually at a cost of \$11.69 a paycheck, so employees are paid accurately and on time, while providing payroll consultation, inquiry response, reporting and reconciliation services. This will result in the responsible management of public funds.

### Key Performance Measures

|  |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | % Employees per pay period paid correctly and on time | 95%                | 96%                | 99%                | 93%                                   | 99%                |
| Output   | Number of timesheet amendments completed              | 3,018              | 2,537              | 2,400              | 1,840                                 | 2,500              |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

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



Financial Management

Payroll

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Charges for Service                             | 599,690            | 590,414            | 599,818                       | 599,818                           | 632,720                       | 32,902                         | 5.5%                                |
| <b>Operating Revenue</b>                        | <b>599,690</b>     | <b>590,414</b>     | <b>599,818</b>                | <b>599,818</b>                    | <b>632,720</b>                | <b>32,902</b>                  | <b>5.5%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>599,690</b>     | <b>590,414</b>     | <b>599,818</b>                | <b>599,818</b>                    | <b>632,720</b>                | <b>32,902</b>                  | <b>5.5%</b>                         |
| Personnel Services                              | 531,136            | 564,231            | 584,964                       | 585,848                           | 662,386                       | 77,422                         | 13.2%                               |
| Materials & Services                            | 32,364             | 30,577             | 35,616                        | 34,071                            | 32,001                        | (3,615)                        | -10.1%                              |
| Cost Allocation Charges                         | 44,620             | 45,932             | 45,482                        | 45,482                            | 51,687                        | 6,205                          | 13.6%                               |
| <b>Operating Expenditure</b>                    | <b>608,120</b>     | <b>640,740</b>     | <b>666,062</b>                | <b>665,401</b>                    | <b>746,074</b>                | <b>80,012</b>                  | <b>12.0%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>608,120</b>     | <b>640,740</b>     | <b>666,062</b>                | <b>665,401</b>                    | <b>746,074</b>                | <b>80,012</b>                  | <b>12.0%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>8,430</b>       | <b>50,326</b>      | <b>66,244</b>                 | <b>65,583</b>                     | <b>113,354</b>                | <b>47,110</b>                  | <b>71.1%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 5.00               | 5.00               | 5.00                          | 5.00                              | 5.30                          | 0.30                           | 6.0%                                |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.00               | 5.00               |                               | 5.00                              |                               |                                | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  |                               | -                                 |                               |                                | 0%                                  |

**Significant Issues and Changes**

General personnel cost increases.



# Financial Management

## Budget Support


### Purpose Statement

The purpose of the Budget Support Program is to provide budget development, consultation, and review services to County leaders and employees so they can effectively manage public funds, tie resources expected performance, and achieve desired results.

### Performance Narrative Statement

The Budget Support Program adopted a budget of \$722,421, a continuation of our current funding level. These resources will allow us to provide county leaders and employees with timely budget development, consultation and review services so they can manage public funds effectively, tie resources to expected performance and achieve results that matter to taxpayers. This furthers the countywide strategic objective of building public trust through good government.

### Key Performance Measures

|   |        | FY 16-17<br>Actual   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |      |
|---|--------|--|--------------------|--------------------|---------------------------------------|--------------------|------|
|  | Result | % of departmental budgets where expenditures do not exceed appropriations at end of fiscal year. | 85%                | 70%                | 100%                                  | NA <sup>1</sup>    | 100% |

<sup>1</sup> NA - Audit results are monitored as of fiscal yearend.

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

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



Financial Management

Budget Support

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Charges for Service                             | 446,755            | 416,632            | 435,548                       | 442,461                           | 489,016                       | 53,468                         | 12.3%                               |
| <b>Operating Revenue</b>                        | <b>446,755</b>     | <b>416,632</b>     | <b>435,548</b>                | <b>442,461</b>                    | <b>489,016</b>                | <b>53,468</b>                  | <b>12.3%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>446,755</b>     | <b>416,632</b>     | <b>435,548</b>                | <b>442,461</b>                    | <b>489,016</b>                | <b>53,468</b>                  | <b>12.3%</b>                        |
| Personnel Services                              | 380,731            | 431,642            | 523,851                       | 337,998                           | 603,784                       | 79,933                         | 15.3%                               |
| Materials & Services                            | 25,854             | 27,532             | 88,713                        | 27,868                            | 81,668                        | (7,045)                        | -7.9%                               |
| Cost Allocation Charges                         | 35,694             | 34,124             | 34,317                        | 34,317                            | 36,969                        | 2,652                          | 7.7%                                |
| <b>Operating Expenditure</b>                    | <b>442,279</b>     | <b>493,298</b>     | <b>646,881</b>                | <b>400,183</b>                    | <b>722,421</b>                | <b>75,540</b>                  | <b>11.7%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>442,279</b>     | <b>493,298</b>     | <b>646,881</b>                | <b>400,183</b>                    | <b>722,421</b>                | <b>75,540</b>                  | <b>11.7%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>(4,476)</b>     | <b>76,666</b>      | <b>211,333</b>                | <b>(42,278)</b>                   | <b>233,405</b>                | <b>22,072</b>                  | <b>10.4%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 4.00               | 4.00               | 4.00                          | 4.00                              | 4.30                          | 0.30                           | 7.5%                                |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 3.00               | 3.00               |                               | 3.00                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.00               | 1.00               |                               | 1.00                              |                               |                                |                                     |

**Significant Issues and Changes**

\*The Materials and Services budget includes professional service dollars for our upcoming review of our current budgeting methodology and/or review of cost allocation.

\*The vacancy we currently have held for the Budget Office will need filled to support the efforts of changing our approach to budgeting at the county, better monitoring, and a higher level of service.



# Financial Management

## Grants Financial Management

### Purpose Statement

The purpose of the Grants Financial Management Program is to provide financial consulting, accounting, reporting, and compliance services to County employees and grant sub-recipients so they can obtain and retain grant funding to provide services to their customers.

### Performance Narrative Statement

The Grants Financial Management Program adopted an \$1,100,306 budget, a continuation of our current funding level. These resources will allow us to complete the required financial management, reporting, and the Single Audit for 220 Federal financial assistance awards and various other grants, at a cost of \$5,001 per award/grant. Achieving these targets allows the County departments to both retain existing funding and obtain new funding, while in good standing with grantors.

### Key Performance Measures

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % Financial reports filed on or before the due date | New                | New                | 100%               | 87%                                   | 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.



Financial Management

Grants Financial Management

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Federal Grants & Revenues                       | 816                | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | 525,130            | 784,448            | 903,004                       | 903,004                           | 920,100                       | 17,096                         | 1.9%                                |
| <b>Operating Revenue</b>                        | <b>525,946</b>     | <b>784,448</b>     | <b>903,004</b>                | <b>903,004</b>                    | <b>920,100</b>                | <b>17,096</b>                  | <b>1.9%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>525,946</b>     | <b>784,448</b>     | <b>903,004</b>                | <b>903,004</b>                    | <b>920,100</b>                | <b>17,096</b>                  | <b>1.9%</b>                         |
| Personnel Services                              | 708,168            | 784,394            | 839,828                       | 806,841                           | 950,741                       | 110,913                        | 13.2%                               |
| Materials & Services                            | 147,523            | 73,162             | 93,248                        | 93,248                            | 79,972                        | (13,276)                       | -14.2%                              |
| Cost Allocation Charges                         | 55,325             | 59,502             | 62,494                        | 62,494                            | 69,593                        | 7,099                          | 11.4%                               |
| <b>Operating Expenditure</b>                    | <b>911,016</b>     | <b>917,058</b>     | <b>995,570</b>                | <b>962,583</b>                    | <b>1,100,306</b>              | <b>104,736</b>                 | <b>10.5%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>911,016</b>     | <b>917,058</b>     | <b>995,570</b>                | <b>962,583</b>                    | <b>1,100,306</b>              | <b>104,736</b>                 | <b>10.5%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>385,070</b>     | <b>132,610</b>     | <b>92,566</b>                 | <b>59,579</b>                     | <b>180,206</b>                | <b>87,640</b>                  | <b>94.7%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 7.20               | 7.00               | 7.00                          | 7.00                              | 7.30                          | 0.30                           | 4.3%                                |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 7.20               | 7.00               |                               | 7.00                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  |                               | -                                 |                               |                                |                                     |

**Significant Issues and Changes**

\*Personal costs increased due to the increases in PERS, COLA, merit increases and benefits.

\*Materials and Services budget reduced to support general County budget.



# Financial Management

## Financial Accounting & Reporting


### Purpose Statement

The Purpose of the Financial Accounting and Reporting Program is to provide comprehensive financial accounting and reporting services, in accordance with Generally Accepted Accounting Principles (GAAP) and the Governmental Accounting Standards Board (GASB), to County employees and outside agencies so they can manage and demonstrate responsible stewardship of the public funds.

### Performance Narrative Statement

The Financial Accounting & Reporting Program adopted a budget of \$1,521,549, a continuation of our current funding level. These resources will allow us to continue to provide county leaders and employees with accounting, audit, consultation and review services so they can manage public funds effectively, tie resources to expected performance and achieve results that matter to taxpayers. This furthers the countywide strategic objective of building public trust through good government.

### Key Performance Measures

|  |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | % of vendor payments issued via ACH        | 5%                 | 6%                 | 25%                | 5%                                    | 25%                |
| Output   | Number of vendor payments issued via check | 21,174             | 19,976             | 16,500             | 14,145                                | 16,500             |
| Output   | Number of vendor payments issued via ACH   | 976                | 1,193              | 5,500              | 725                                   | 5,500              |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation      The County is required to prepare an annual financial report, for each of its governmental entities, and submit the report to the Secretary of State Audits Division by December 31st, as outlined in OAR 162-010-0010 through OAR 162-010-0330.



## Financial Management

### Financial Accounting & Reporting

#### Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| Charges for Service                             | 732,956            | 1,204,742          | 1,134,844                     | 1,116,344                         | 1,305,934                     | 171,090                        | 15.1%                               |
| Other Revenues                                  | 891                | 165                | -                             | 5                                 | -                             | -                              | 100.0%                              |
| <b>Operating Revenue</b>                        | <b>733,847</b>     | <b>1,204,907</b>   | <b>1,134,844</b>              | <b>1,116,349</b>                  | <b>1,305,934</b>              | <b>171,090</b>                 | <b>15.1%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>733,847</b>     | <b>1,204,907</b>   | <b>1,134,844</b>              | <b>1,116,349</b>                  | <b>1,305,934</b>              | <b>171,090</b>                 | <b>15.1%</b>                        |
| Personnel Services                              | 817,316            | 989,669            | 1,046,128                     | 855,230                           | 1,136,245                     | 90,117                         | 8.6%                                |
| Materials & Services                            | 213,653            | 237,021            | 274,727                       | 259,781                           | 269,169                       | (5,558)                        | -2.0%                               |
| Cost Allocation Charges                         | 91,020             | 103,855            | 104,612                       | 104,612                           | 116,135                       | 11,523                         | 11.0%                               |
| <b>Operating Expenditure</b>                    | <b>1,121,989</b>   | <b>1,330,545</b>   | <b>1,425,467</b>              | <b>1,219,623</b>                  | <b>1,521,549</b>              | <b>96,082</b>                  | <b>6.7%</b>                         |
| <b>Total Exp - Including Special Categories</b> | <b>1,121,989</b>   | <b>1,330,545</b>   | <b>1,425,467</b>              | <b>1,219,623</b>                  | <b>1,521,549</b>              | <b>96,082</b>                  | <b>6.7%</b>                         |
| <b>General Fund Support (if applicable)</b>     | <b>388,142</b>     | <b>125,638</b>     | <b>290,623</b>                | <b>103,274</b>                    | <b>215,615</b>                | <b>(75,008)</b>                | <b>-25.8%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 11.20              | 11.20              | 11.00                         | 11.00                             | 11.30                         | 0.30                           | 2.7%                                |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 10.20              | 11.20              |                               | 9.00                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.00               | -                  |                               | 2.00                              |                               |                                |                                     |

#### Significant Issues and Changes

\*Personal services increased due to PERS, COLA, merits and benefit costs.

\*Materials and services were reduced.

\*Vacancy in Accounts Receivable - workload has been managed by part-time retiree and accounting intern, but currently recruiting to fill these positions.

\*Vacancy in Audit - workload has been managed by additional hours from the management team, resulting in delays in meeting deadlines. Recruitment efforts have not been successful, planning to contract out some of the work to better meet deadlines and work with Human Resources on reviewing class and comp.





## **Transportation & Development**

**Dan Johnson, Director**

**150 Beaver Creek Road  
Oregon City, Oregon 97045  
503-742-4400**

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








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**CLACKAMAS**  
C O U N T Y



Department Mission

The mission of the Department of Transportation and Development is to provide transportation maintenance and construction, neighborhood enhancement, land use, planning, permitting and dog services to residents, property owners, businesses and the traveling public so they and future generations can experience and invest in a healthy, safe and livable community.

| <p align="center"><b>Transportation &amp; Development</b></p> <p align="center">Dan Johnson - Director<br/>FTE 303.39<br/>(301.39 + 2.0 PGA + 1.0 TS Embedded Employees )<br/>Total Adopted \$ 131,153,719<br/>General Fund Support \$ 5,681,270</p> |  |   |   |   |
|--|--|---|---|---|
| <p align="center"><b>Department Administration</b></p>  <p align="center">Dan Johnson - Dir.<br/>Total Adopted \$2,022,846</p> <p align="center">Gen Fund \$ -</p>  | <p align="center"><b>Livable Communities</b></p>  <p align="center">Cheryl Bell - Asst. Dir.<br/>Mike Bezner - Asst. Dir.<br/>Total Adopted \$8,428,307</p> <p align="center">Gen Fund \$ 2,023,747</p> | <p align="center"><b>Transportation</b></p>  <p align="center">Mike Bezner - Asst. Dir.<br/>Total Adopted \$85,216,644</p> <p align="center">Gen Fund \$ 301,747</p> | <p align="center"><b>Fleet Services</b></p>  <p align="center">Mike Bezner - Asst. Dir.<br/>Total Adopted \$6,680,317</p> <p align="center">Gen Fund \$ -</p> | <p align="center"><b>Land Use &amp; Development</b></p>  <p align="center">Cheryl Bell - Asst. Dir.<br/>Total Adopted \$28,805,605</p> <p align="center">Gen Fund \$ 3,355,776</p> |
| <p align="center"><b>DTD Administration</b></p> <p align="center">Dan Johnson - Dir.<br/>FTE 10.25 + 2.0 PGA + 1.0 TS<br/>Total Adopted \$2,022,846</p> <p align="center">Gen Fund \$ -</p>  | <p align="center"><b>Sustainability &amp; Solid Waste</b></p> <p align="center">Eben Polk - Mgr.<br/>FTE 10.89<br/>Total Adopted \$3,716,267</p> <p align="center">Gen Fund \$ -</p>   | <p align="center"><b>Transportation Engineering &amp; Construction</b></p> <p align="center">Joel Howie - Mgr.<br/>FTE 22<br/>Total Adopted \$9,081,938</p> <p align="center">Gen Fund \$ -</p>   | <p align="center"><b>Vehicle Maintenance &amp; Repair</b></p> <p align="center">Warren Gadberry - Mgr.<br/>FTE 21.1<br/>Total Adopted \$4,046,494</p> <p align="center">Gen Fund \$ -</p>   | <p align="center"><b>Land Use, Development Review &amp; Permitting</b></p> <p align="center">Chery Bell - Asst. Dir.<br/>FTE 76.65<br/>Total Adopted \$23,498,439</p> <p align="center">Gen Fund \$ 2,005,746</p>   |
|  | <p align="center"><b>Code Enforcement</b></p> <p align="center">Matt Rozzell - Mgr.<br/>FTE 7.05<br/>Total Adopted \$1,319,688</p> <p align="center">Gen Fund \$ 271,136</p>   | <p align="center"><b>Transportation Maintenance</b></p> <p align="center">Randy Harmon - Mgr.<br/>FTE 101<br/>Total Adopted \$49,359,201</p> <p align="center">Gen Fund \$ -</p>  | <p align="center"><b>Motor Pool</b></p> <p align="center">Warren Gadberry - Mgr.<br/>FTE 0.5<br/>Total Adopted \$89,341</p> <p align="center">Gen Fund \$ -</p>   | <p align="center"><b>Long-Range Planning</b></p> <p align="center">Jennifer Hughes - Mgr.<br/>FTE 7.15<br/>Total Adopted \$2,488,697</p> <p align="center">Gen Fund \$ 749,255</p>  |
|  | <p align="center"><b>Dog Services</b></p> <p align="center">Kristine Wallace - Mgr.<br/>FTE 20.3<br/>Total Adopted \$3,392,352</p> <p align="center">Gen Fund \$ 1,752,611</p>   | <p align="center"><b>Traffic Safety</b></p> <p align="center">Joe Marek - Mgr.<br/>FTE 10.1<br/>Total Adopted \$4,417,932</p> <p align="center">Gen Fund \$ 301,747</p>   | <p align="center"><b>Permanent Rental</b></p> <p align="center">Warren Gadberry - Mgr.<br/>FTE 0.5<br/>Total Adopted \$661,107</p> <p align="center">Gen Fund \$ -</p>  | <p align="center"><b>Public Land Corner</b></p> <p align="center">Ray Griffin - Mgr.<br/>FTE 4<br/>Total Adopted \$1,573,694</p> <p align="center">Gen Fund \$ -</p>  |
|  |  | <p align="center"><b>Damascus Roads</b></p> <p align="center">Randy Harmon - Mgr.<br/>FTE 0<br/>Total Adopted \$3,951,301</p> <p align="center">Gen Fund \$ -</p>   | <p align="center"><b>Fleet Management</b></p> <p align="center">Warren Gadberry - Mgr.<br/>FTE 1.9<br/>Total Adopted \$1,883,375</p> <p align="center">Gen Fund \$ -</p>  | <p align="center"><b>County Surveyor</b></p> <p align="center">Ray Griffin - Mgr.<br/>FTE 8<br/>Total Adopted \$1,244,775</p> <p align="center">Gen Fund \$ 600,775</p>   |
|  |  | <p align="center"><b>Community Road Fund</b></p> <p align="center">Total Adopted \$5,436,706</p>  |   |   |
|  |  | <p align="center"><b>Countywide TSDCs</b></p> <p align="center">Total Adopted \$11,100,839</p>  |   |   |
|  |  | <p align="center"><b>HV Joint Subarea TSDCs</b></p> <p align="center">Total Adopted \$1,868,727</p>   |   |   |



Department of Transportation and Development

Department Budget Summary by Fund

| Line of Business                          | FY 19/20      | FY 19/20         | FY 19/20          | FY 19/20         | FY 19/20          | FY 19/20              | FY 19/20                | FY 19/20          | FY 19/20           | FY 19/20           | FY 19/20         | FY 19/20         | FY 19/20             | FY 19/20  | FY 19/20 |
|---|---------------|------------------|-------------------|------------------|-------------------|-----------------------|-------------------------|-------------------|--------------------|--------------------|------------------|------------------|----------------------|---|----------|
| Program                                   | FTE           | General Fund     | Building Codes    | Planning         | Road              | Capital Projects Fund | Code Enf / RC&SW / SOWP | County TSDC Fund  | HV TSDC Fund       | Public Land Corner | Dog Services     | Fleet Services   | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |          |
| Administration                            |               |                  |                   |                  |                   |                       |                         |                   |                    |                    |                  |                  |                      |   |          |
| Department Administration                 | 10.25         |                  |                   |                  | 2,022,846         |                       |                         |                   |                    |                    |                  |                  | 2,022,846            | -   |          |
| Livable Communities                       |               |                  |                   |                  |                   |                       |                         |                   |                    |                    |                  |                  |                      |   |          |
| Sustainability & Solid Waste              | 10.89         |                  |                   |                  |                   |                       | 3,716,267               |                   |                    |                    |                  |                  | 3,716,267            | -   |          |
| Code Enforcement                          | 7.05          |                  |                   |                  |                   |                       | 1,319,688               |                   |                    |                    |                  |                  | 1,319,688            | 271,136   |          |
| Dog Services                              | 20.30         |                  |                   |                  |                   |                       |                         |                   |                    |                    | 3,392,352        |                  | 3,392,352            | 1,752,611   |          |
| Transportation                            |               |                  |                   |                  |                   |                       |                         |                   |                    |                    |                  |                  |                      |   |          |
| Transportation Engineering & Construction | 22.00         |                  |                   |                  | 9,081,938         |                       |                         |                   |                    |                    |                  |                  | 9,081,938            | -   |          |
| Transportation Maintenance                | 101.00        |                  |                   |                  | 49,359,201        |                       |                         |                   |                    |                    |                  |                  | 49,359,201           | -   |          |
| Traffic Safety                            | 10.10         |                  |                   |                  | 4,417,932         |                       |                         |                   |                    |                    |                  |                  | 4,417,932            | 301,747   |          |
| Damascus Roads                            | 0.00          |                  |                   |                  | 3,951,301         |                       |                         |                   |                    |                    |                  |                  | 3,951,301            | -   |          |
| Community Road Fund                       | 0.00          |                  |                   |                  | 5,436,706         |                       |                         |                   |                    |                    |                  |                  | 5,436,706            | -   |          |
| Countywide TSDCs                          | 0.00          |                  |                   |                  |                   |                       |                         | 11,100,839        |                    |                    |                  |                  | 11,100,839           | -   |          |
| HV Joint Subarea TSDCs                    | 0.00          |                  |                   |                  |                   |                       |                         | 1,868,727         |                    |                    |                  |                  | 1,868,727            | -   |          |
| Fleet Services                            |               |                  |                   |                  |                   |                       |                         |                   |                    |                    |                  |                  |                      |   |          |
| Vehicle Maintenance & Repair              | 21.10         |                  |                   |                  |                   |                       |                         |                   |                    |                    |                  | 4,046,494        | 4,046,494            | -   |          |
| Motor Pool                                | 0.50          |                  |                   |                  |                   |                       |                         |                   |                    |                    |                  | 89,341           | 89,341               | -   |          |
| Permanent Rental                          | 0.50          |                  |                   |                  |                   |                       |                         |                   |                    |                    |                  | 661,107          | 661,107              | -   |          |
| Fleet Management                          | 1.90          |                  |                   |                  |                   |                       |                         |                   |                    |                    |                  | 1,883,375        | 1,883,375            | -   |          |
| Land Use, Development & Permitting        |               |                  |                   |                  |                   |                       |                         |                   |                    |                    |                  |                  |                      |   |          |
| Land Use, Development Review & Permitting | 76.65         |                  | 15,332,282        | 4,030,368        | 2,434,102         |                       | 1,701,687               |                   |                    |                    |                  |                  | 23,498,439           | 2,005,746   |          |
| Long-Range Planning                       | 7.15          |                  |                   | 1,305,609        | 1,183,088         |                       |                         |                   |                    |                    |                  |                  | 2,488,697            | 749,255   |          |
| Public Land Corner                        | 4.00          |                  |                   |                  |                   |                       |                         |                   |                    | 1,573,694          |                  |                  | 1,573,694            | -   |          |
| County Surveyor                           | 8.00          | 1,244,775        |                   |                  |                   |                       |                         |                   |                    |                    |                  |                  | 1,244,775            | 600,775   |          |
| <b>TOTAL</b>                              | <b>301.39</b> | <b>1,244,775</b> | <b>15,332,282</b> | <b>5,335,977</b> | <b>77,887,114</b> | <b>-</b>              | <b>6,737,642</b>        | <b>12,969,566</b> | <b>-</b>           | <b>1,573,694</b>   | <b>3,392,352</b> | <b>6,680,317</b> | <b>131,153,719</b>   | <b>5,681,270</b>                                  |          |
| <b>FY 18/19 Budget</b>                    | <b>295.59</b> | <b>1,366,511</b> | <b>13,961,640</b> | <b>5,607,489</b> | <b>77,581,857</b> | <b>4,122,400</b>      | <b>6,374,217</b>        | <b>11,506,444</b> | <b>1,888,401</b>   | <b>1,763,238</b>   | <b>3,419,858</b> | <b>6,058,002</b> | <b>133,650,057</b>   | <b>5,854,324</b>                                  |          |
| <b>\$ Increase (Decrease)</b>             | <b>5.80</b>   | <b>(121,736)</b> | <b>1,370,642</b>  | <b>(271,512)</b> | <b>305,257</b>    | <b>(4,122,400)</b>    | <b>363,425</b>          | <b>1,463,122</b>  | <b>(1,888,401)</b> | <b>(189,544)</b>   | <b>(27,506)</b>  | <b>622,315</b>   | <b>(2,496,338)</b>   | <b>(173,054)</b>                                  |          |
| <b>% Increase (Decrease)</b>              | <b>1.96%</b>  | <b>-8.91%</b>    | <b>9.82%</b>      | <b>-4.84%</b>    | <b>0.39%</b>      | <b>-100.00%</b>       | <b>5.70%</b>            | <b>12.72%</b>     | <b>-100.00%</b>    | <b>-10.75%</b>     | <b>-0.80%</b>    | <b>10.27%</b>    | <b>-1.87%</b>        | <b>-2.96%</b>                                     |          |

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



## DTD Administration Line of Business

### DTD Administration

#### Purpose Statement

The purpose of the Department Administration line of business is to provide leadership, supervision, financial, communication and emergency support services to the Board of County Commissioners, decision-makers, DTD employees, other county departments, other jurisdictions and the public, so they can provide well-managed services to people so they can live, work, play and do business in Clackamas County safely and successfully.

#### Performance Narrative Statement

DTD Administration adopted an operating budget of \$2,022,846, which is an increase of our current funding levels. This workgroup coordinates the budget process for our work programs, provides financial monitoring and support services, and coordinates policy at a local and regional level in support of local goals.

- Disaster debris plan is substantially complete, work remains on temporary debris site selection and contracting. We are working with our partners to develop a detailed scope for the debris plan and we are reviewing and finalizing a prequalified contractor list.
- We are revamping our annual Violence in the Workplace training sessions for lobby and field staff; while we will target new employees and offer a refresher for existing staff, we are expanding our training scope to make sure we are providing our staff with useful tools. We will look at training regarding difficult customers and try to build their confidence level in a variety of scenarios, not just that of suspicious activities and active shooters.
- Ensuring timely and consistent employee reviews for staff throughout the department remains a focus for our management team. We are still targeting a minimum 90% compliance from department supervisors and managers and discuss this regularly at senior staff meetings.

#### Key Performance Measures

|  |            | FY 16-17<br>Actual  | FY 17-18<br>Actual | FY 18-19<br>Target   | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target                                   |
|--|------------|---|--------------------|----------------------|---------------------------------------|--|
|  | Result     | % of employees participating in Violence in the Workplace training sessions each year <sup>1</sup>                                    | NEW                | 54%                  | 25%                                   | Annual Measure - No data avail. 25%                  |
|  | Result     | % of performance evaluations completed <sup>1</sup>   | 36%                | 52%                  | 90%                                   | Annual Measure - No data avail. 90%                  |
|  | Output     | # DTD website inquiry responses coordinated   | 590                | 403                  | 500                                   | 97 300   |
|  | Efficiency | DTD Administration FTE : Department FTE <sup>4,5</sup>  | NEW                | 5.7 FTE : 268.44 FTE | 8.35 FTE : 284.05 FTE                 | Annual Measure - No data avail. 5.5 FTE : 301.39 FTE |
|  | Efficiency | DTD Administration Budget : Department Budget <sup>5</sup>  | NEW                | \$2.0 M : \$104.3 M  | \$2.2 M : \$133.64 M                  | Annual Measure - No data avail. \$2.0 M : \$126.2 M  |
|  | Result     | The Disaster Debris Management Plan will be developed by 2018 and will meet FEMA requirements for reimbursement by 2020. <sup>2</sup> | 80%                | 88%                  | 95%                                   | Annual Measure - No data avail. Discontinue          |
|  | Result     | % of DTD MFR programs with a completed Title VI plan by 2017 <sup>3</sup>   | 95%                | 100%                 | Discontinue                           | Discontinue Discontinue                              |
|  | Result     | % of roads and bridges with a fully developed response plan and inspection team assigned by 2017 <sup>3</sup>                         | 72%                | Discontinue          | Discontinue                           | Discontinue Discontinue                              |
|  | Output     | # response drills coordinated <sup>3</sup>  | 2                  | 1                    | Discontinue                           | Discontinue Discontinue                              |

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> Modified the anticipated completion date of this measure in FY 2018-2019 to reflect work underway at the regional and state level. Removed this initiative from the plan in FY 2019-2020, as it does not have clear data sets to report on.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

<sup>4</sup> DTD Admin FTE count does not include the embedded PGA employees, or the PICS who are allocated specifically to the Development Services programs located in the Development Services Building. FY 2019 included an Asset Manager who has been moved to Transportation Maintenance program and a Senior Policy Analyst who was moved to the Long Range Planning program. Assistant Director of Development was distributed among Development Services programs in FY 2020.

#### Program includes:

|                   |                                 |
|-------------------|---------------------------------|
| Mandated Services | <input type="text" value="No"/> |
| Shared Services   | <input type="text" value="No"/> |
| Grant Funding     | <input type="text" value="No"/> |

#### Explanation





Budget Summary

|  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>   | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| State Revenues *   | -                  | 16,484             | 574,644                       | 215,565                           | 378,288                       | (196,356)                   | -34.17%                          |
| Charges for Services   | 1,444,190          | 1,628,914          | 1,593,707                     | 1,663,243                         | 1,644,558                     | 50,851                      | 3.19%                            |
| Interfund Transfers  | -                  | 100,000            | -                             | -                                 | -                             | -                           | 0%                               |
| <b>Operating Revenue</b>   | <b>1,444,650</b>   | <b>1,745,398</b>   | <b>2,168,351</b>              | <b>1,878,808</b>                  | <b>2,022,846</b>              | <b>(145,505)</b>            | <b>-6.71%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>   | <b>1,444,650</b>   | <b>1,745,398</b>   | <b>2,168,351</b>              | <b>1,878,808</b>                  | <b>2,022,846</b>              | <b>(145,505)</b>            | <b>-6.71%</b>                    |
| <i>* DTD Administration, which is housed in Fund 215, allocates actual costs the following year.</i> |                    |                    |                               |                                   |                               |                             |                                  |
| Personnel Services   | 1,135,598          | 1,151,849          | 1,632,215                     | 1,341,068                         | 1,368,413                     | (263,802)                   | -16.16%                          |
| Materials & Services   | 374,199            | 501,534            | 432,527                       | 434,131                           | 514,365                       | 81,838                      | 18.92%                           |
| Cost Allocation Charges  | 80,200             | 92,014             | 103,609                       | 103,609                           | 140,068                       | 36,459                      | 35.19%                           |
| <b>Operating Expenditure</b>   | <b>1,589,997</b>   | <b>1,745,397</b>   | <b>2,168,351</b>              | <b>1,878,808</b>                  | <b>2,022,846</b>              | <b>(145,505)</b>            | <b>-6.71%</b>                    |
| <b>Total Exp - Including Special Categories</b>  | <b>1,589,997</b>   | <b>1,745,397</b>   | <b>2,168,351</b>              | <b>1,878,808</b>                  | <b>2,022,846</b>              | <b>(145,505)</b>            | <b>-6.71%</b>                    |
| <b>General Fund Support (if applicable)</b>  | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Road Fund Support - Fund 215 *   | (145,347)          | 16,484             | 574,644                       | 215,565                           | 378,288                       | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Budgeted   | 11.05              | 11.45              | 12.10                         | 12.10                             | 10.25                         | (1.85)                      | -15%                             |
| Full Time Equiv Pos (FTE) Filled at Yr End   | 9.05               | 9.45               | 12.10                         | 9.35                              |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End   | 2.00               | 2.00               | -                             | 2.75                              |                               |                             |                                  |

**Significant Issues and Changes**

DTD Administration supports 308.39 FTE in five unique lines of business: Livable Communities, Fleet Services, Land Use & Permitting, Transportation and Targeted Improvement Areas. The Targeted Improvement Areas line of business is comprised of two special districts who adopt separate operating budgets, Urban Renewal and Street Lighting. The Urban Renewal employees are not included in the DTD budget. FY 2019-2020 marks the first year since the prior Director's retirement in January 2018 that we will be fully staffed with a Department Director, Assistant Director for Transportation and Assistant Director for Development.

Over the past couple of years, the department has chosen to transition the Assistant Directors to house these positions in the workgroups that they support. These changes, combined with a few other shifts in personnel have reduced the FTE count in the DTD Administration program for FY 2019-2020:

- We originally housed a new program supervisor who will help oversee the implementation of the Transportation Asset Management program in DTD Admin, this position was moved to Transportation Maintenance, as they will provide support for the Transportation line of business.
- We also moved a Senior Policy Analyst to the Long Range Planning program because the position will provide regional support for long range land use and transportation planning policy discussions.



## Livable Communities Line of Business

### Sustainability & Solid Waste Program

#### Purpose Statement





The purpose of the Sustainability & Solid Waste program is to provide education, technical assistance, program management, planning, and franchise oversight services to residents, businesses, schools and public agencies so they can reduce waste, recover resources, adopt sustainable practices, and receive timely garbage and recycling collection at a reasonable cost.

#### Performance Narrative Statement

The Sustainability & Solid Waste Program adopted an operating budget of \$2,829,843, an increase of current resources. As a result of these resources:

- More than 57,000 residential and business customers will receive continued administration, oversight, and customer service for garbage and recycling services, and an estimated 7.4 million pickups of garbage, recycling, and yard debris in unincorporated County.
- An estimated 500 businesses, 100 schools, 120 multifamily communities and 75 events will receive technical assistance and support.
- Approximately 150,000 households and 11,000 businesses throughout the County will receive information and education on garbage, recycling and waste reduction topics that meet requirements of Oregon's Opportunity to Recycle Act, the Regional Waste Plan, and the County's Annual Waste Reduction Plan.
- Sustainability and Solid Waste will continue to support County Dump Stoppers with \$75,000 in funding for Fiscal Year 2019-2020.
- We will prepare a Climate Action Plan building on the 2008 Sustainability Plan, to help identify actionable items for Clackamas County to affect change.

#### Key Performance Measures

|   |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target  |
|---|---|--------------------|--------------------|--------------------|---------------------------------------|---------------------|
|  Key Measure | # businesses initiating food scraps collection, donation or waste prevention <sup>1,2</sup> | NEW                | 36                 | 25                 | 16                                    | 40                  |
|  Output     | # customer consultations provided <sup>2,3</sup>  | 578                | 2,631              | 2,380              | 767                                   | 1,500               |
|  Output    | # interactions at # activities <sup>3</sup>   | NEW                | NEW                | 5,500 at 60 events | 4,387 at 48 events                    | 7,500 at 100 events |
|  Output    | # garbage and recycling pick-ups provided.  | 6,420,994          | 7,181,850          | 6,200,000          | Annual Measure - No data avail.       | 7,100,000           |

<sup>1</sup> New measure in budget for FY 2017-18; previously measuring a percentage. Converted to a count of businesses during Periodic Review.

<sup>2</sup> Consultations differ from interactions, as they are scheduled on-site consultations with customers. FY 17-18 target only included business consultations. 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.). During the periodic review we split consultations and interactions.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

#### 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:

In addition to administering a solid waste and recycling franchise system for unincorporated County residential and commercial customers, our services allow the County and its cities to meet state and local requirements for recycling and waste reduction programs and education embodied in Oregon's Opportunity to Recycle Act and the Regional Solid Waste Management Plan.

##### Shared Services:

By letter of agreement with cities in Clackamas County, the County meets the state and local obligations for recycling and waste reduction programs and education that apply to our cities. In addition, these responsibilities are shared through Metro, which provides funding support for these activities. The SSW program also administers the garbage and recycling franchises on behalf of Happy Valley and Barlow, and consults to the City of Milwaukie.



Livable Communities Line of Business

Sustainability & Solid Waste Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>984,818</b>     | <b>1,455,492</b>   | <b>1,426,853</b>              | <b>1,426,853</b>                  | <b>1,387,267</b>              | <b>(39,586)</b>             | <b>-2.77%</b>                    |
| Licenses & Permits                              | 1,524,574          | 1,586,350          | 1,560,000                     | 1,626,000                         | 1,687,000                     | 127,000                     | 8.14%                            |
| State Revenues                                  | 19,767             | 16,233             | -                             | -                                 | -                             | -                           | 0%                               |
| Local Government & Other Agencies               | 418,847            | 424,481            | 423,500                       | 443,613                           | 585,000                       | 161,500                     | 38.13%                           |
| Charges for Services                            | 102,855            | (5,745)            | -                             | -                                 | -                             | -                           | 0%                               |
| Fines & Penalties                               | 9,001              | 13,455             | 10,000                        | 378                               | 5,000                         | (5,000)                     | -50.00%                          |
| Miscellaneous Revenue                           | 80,592             | 68,325             | 43,500                        | 69,273                            | 52,000                        | 8,500                       | 19.54%                           |
| <b>Operating Revenue</b>                        | <b>2,155,636</b>   | <b>2,103,099</b>   | <b>2,037,000</b>              | <b>2,139,264</b>                  | <b>2,329,000</b>              | <b>292,000</b>              | <b>14.33%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | <b>3,140,454</b>   | <b>3,558,591</b>   | <b>3,463,853</b>              | <b>3,566,117</b>                  | <b>3,716,267</b>              | <b>252,414</b>              | <b>7.29%</b>                     |
| Personnel Services                              | 934,897            | 970,227            | 1,231,313                     | 1,079,027                         | 1,524,142                     | 292,829                     | 23.78%                           |
| Materials & Services                            | 523,763            | 660,884            | 790,048                       | 777,119                           | 1,038,860                     | 248,812                     | 31.49%                           |
| Indirect Costs                                  | 37,376             | 44,519             | 41,309                        | 41,309                            | 44,323                        | 3,014                       | 7.30%                            |
| Cost Allocation Charges                         | 122,941            | 125,765            | 132,395                       | 132,395                           | 147,518                       | 15,123                      | 11.42%                           |
| Capital Outlay                                  | 33,738             | 239,110            | 50,000                        | 74,000                            | 75,000                        | 25,000                      | 50.00%                           |
| <b>Operating Expenditure</b>                    | <b>1,652,715</b>   | <b>2,040,505</b>   | <b>2,245,065</b>              | <b>2,103,850</b>                  | <b>2,829,843</b>              | <b>584,778</b>              | <b>26.05%</b>                    |
| Special Payments                                | 32,247             | 16,233             | -                             | -                                 | -                             | -                           | 0%                               |
| Interfund Transfers *                           | -                  | 75,000             | 75,000                        | 75,000                            | 75,000                        | -                           | 0%                               |
| Reserve for Future Expenditures                 | -                  | -                  | 873,844                       | -                                 | 529,424                       | (344,420)                   | -39.41%                          |
| Contingency                                     | -                  | -                  | 269,944                       | -                                 | 282,000                       | 12,056                      | 4.47%                            |
| <b>Total Exp - Including Special Categories</b> | <b>1,684,962</b>   | <b>2,131,738</b>   | <b>3,463,853</b>              | <b>2,178,850</b>                  | <b>3,716,267</b>              | <b>252,414</b>              | <b>7.29%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                    | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 8.75               | 8.75               | 9.74                          | 9.74                              | 10.89                         | 1.15                        | 11.81%                           |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 7.75               | 7.00               | 9.74                          | 9.00                              |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.00               | 1.75               | -                             | 0.74                              |                               |                             |                                  |

**Significant Issues and Changes**

Continued priorities include the development of food scrap collection programs, food waste prevention and food donation; developing a comprehensive strategy for Clackamas County to reduce our climate change-related emissions in operations and within the community; and finalizing the County's first Disaster Debris Plan. Staff hired in FY 18-19 have restored capacity to advance these initiatives, and meaningful progress is being made in these areas.

- Metro recently adopted an ordinance that requires local governments to ensure that food-related businesses begin separating food scraps for collection, in phases. Local ordinances will be adopted with implementation planned for March 2020.
- Recycling costs remain at the high level reached in FY 2017-2018. The County and other local governments continue to engage at the regional and state level to manage the situation in the short term, and identify longer term options for better local and domestic sorting and processing infrastructure. The SSW program will continue developing new approaches to guide residents and employees towards proper recycling practices, which helps control unnecessary increases.
- The Board has reaffirmed historic climate commitments and confirmed their support for a new climate action plan. We are hiring a consultant to help with the preparation of this plan.
- The fund balance has allowed the pursuit of opportunities, such as (a) support bulky waste collection for residents, (b) develop new web- or app-based tools to help garbage and recycling customer stay informed and access services, (c) continue our partnership with libraries throughout the County to develop a Library of Things and (d) maintain a 3 month operating reserve.

\* Dump Stoppers program support is reflected in the Interfund Transfers category.





## Livable Communities Line of Business

### Code Enforcement Program

#### Purpose Statement

The purpose of the Code Enforcement program is to provide code education, resolution and enforcement services to those who live in, work in and visit Clackamas County so they can experience a healthy, safe and livable community.

#### Performance Narrative Statement

The Code Enforcement Program adopted an operating budget of \$1,198,880. The Code Enforcement Program serves as the primary enforcement agency for the County's building codes, land use, and solid waste programs where such codes and rules have been violated.

- Code Enforcement has become a more active partner in the Neighborhood Livability Project (NLP) task force where representatives from Code Enforcement, the Sheriff's Office, County Counsel and the District Attorney work collaboratively to solve complex problems related to nuisance properties.
- Code enforcement is reviewing their MFR reporting as the current reporting is based on a count of violation addresses, rather than total violations. If we are able to make changes to how we track these in the system, the changes could increase the number of confirmed violations and the speed in which resolutions are resolved.

This program will process more than 1,150 enforcement cases in the coming year, a continuation of service levels last year. With these resources, the County can provide appropriate and timely enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state laws regarding use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment.

#### Key Performance Measures

|  |        | FY 16-17<br>Actual   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target                  |
|--|--------|--|--------------------|--------------------|---------------------------------------|-------------------------------------|
|  | Result | % of code violations resolved within 120 days of initial complaint (building/solid waste/zoning)                                   | 23.81%             | 25.51%             | 75%                                   | Annual Measure - No data avail. 75% |
|  | Result | % of violations confirmed within seven (7) business days <sup>1</sup>  | NEW                | NEW                | 85%                                   | 5% 85%                              |
|  | Output | # business days between initial complaint and confirmation of the violation <sup>1,3</sup>   | NEW                | NEW                | 17                                    | 23 17                               |
|  | Output | # of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related)                                  | 1,077              | 1,123              | 1,150                                 | 647 1,150                           |
|  | Demand | # of marijuana-related code enforcement complaints   | 35                 | 30                 | 40                                    | 25 40                               |
|  | Result | By 2017, public education and outreach will result in a 15% reduction of occupied travel trailer (RV) code violations <sup>2</sup> | 0%                 | 0%                 | Discontinue                           | Discontinue Discontinue             |

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

<sup>3</sup> Result of 17 business days is measured from the date a complaint is received and includes the required 10-day due process notification to the property owner plus 7 calendar days after for County staff to follow up and respond.

#### 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:

This program has no direct state mandate; however, some of the codes enforced through this program (building, plumbing, electrical, mechanical and other specialty codes, zoning rules and laws, for example) are mandated by state law.

- The County has assumed statutory responsibility to administer building code and solid waste management programs at the local level and is therefore responsible for any enforcement action related to those codes and ordinances.
- Local regulation of land use is mandated by state law.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>70,673</b>      | <b>169,474</b>     | <b>108,190</b>                | <b>108,190</b>                    | <b>93,674</b>                 | <b>(14,516)</b>             | <b>-13.42%</b>                   |
| Local Government & Other Agencies               | 597                | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Charges for Services                            | 669,530            | 752,613            | 800,694                       | 768,394                           | 949,878                       | 149,184                     | 18.63%                           |
| Fines & Penalties                               | 67                 | 13,250             | 12,000                        | 5,000                             | 5,000                         | (7,000)                     | -58.33%                          |
| Miscellaneous Revenue                           | 630                | 231                | 50                            | -                                 | -                             | (50)                        | -100.00%                         |
| Interfund Transfers                             | 112,503            | 134,534            | 322,970                       | 322,970                           | 271,136                       | (51,834)                    | -16.0%                           |
| <b>Operating Revenue</b>                        | <b>783,327</b>     | <b>900,628</b>     | <b>1,135,714</b>              | <b>1,096,364</b>                  | <b>1,226,014</b>              | <b>90,300</b>               | <b>8.0%</b>                      |
| <b>Total Rev - Including Beginning Bal</b>      | <b>854,000</b>     | <b>1,070,102</b>   | <b>1,243,904</b>              | <b>1,204,554</b>                  | <b>1,319,688</b>              | <b>75,784</b>               | <b>6.1%</b>                      |
| Personnel Services                              | 493,547            | 756,565            | 862,073                       | 862,150                           | 937,248                       | 75,175                      | 8.72%                            |
| Materials & Services                            | 95,370             | 95,360             | 183,688                       | 151,338                           | 128,557                       | (55,131)                    | -30.01%                          |
| Indirect Costs                                  | 29,660             | 26,125             | 28,833                        | 28,833                            | 34,489                        | 5,656                       | 19.62%                           |
| Cost Allocation Charges                         | 65,949             | 83,862             | 68,559                        | 68,559                            | 98,586                        | 30,027                      | 43.80%                           |
| <b>Operating Expenditure</b>                    | <b>684,526</b>     | <b>961,912</b>     | <b>1,143,153</b>              | <b>1,110,880</b>                  | <b>1,198,880</b>              | <b>55,727</b>               | <b>4.87%</b>                     |
| Reserve for Future Expenditures                 | -                  | -                  | 27,896                        | -                                 | 25,000                        | (2,896)                     | -10.4%                           |
| Contingency                                     | -                  | -                  | 72,855                        | -                                 | 95,808                        | 22,953                      | 31.5%                            |
| <b>Total Exp - Including Special Categories</b> | <b>684,526</b>     | <b>961,912</b>     | <b>1,243,904</b>              | <b>1,110,880</b>                  | <b>1,319,688</b>              | <b>75,784</b>               | <b>6.1%</b>                      |
| <b>General Fund Support (if applicable)</b>     | <b>112,503</b>     | <b>134,534</b>     | <b>322,970</b>                | <b>322,970</b>                    | <b>271,136</b>                | <b>(51,834)</b>             | <b>-16%</b>                      |
| Full Time Equiv Pos (FTE) Budgeted              | 5.00               | 5.80               | 7.00                          | 7.00                              | 7.05                          | 0.05                        | 1%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 4.00               | 4.80               | 7.00                          | 6.00                              |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.00               | 1.00               | -                             | 1.00                              |                               |                             |                                  |

**Significant Issues and Changes**

Code Enforcement has hired two full time positions, one vacant position and another position funded by state marijuana monies. These employees will help respond to increasing violations. Violation case files can include building violations, zoning violations, solid waste violations or combinations thereof. Should additional funding become available from the local marijuana tax proceeds, an additional position will be added to focus on our participation in the Neighborhood Livability Project (NLP) task force.

In FY 2017-18 the Code Enforcement Program developed a work plan to collect on past due accounts. Code Enforcement retains 10% of the collections recovered to defray the cost of administering the collections program and the remaining balances are distributed to the workgroup, based on the type of violation enforced. These collections, combined with program support from Building Codes, Land Use Planning and Sustainability and Solid Waste are contributing toward a fund balance that helps sustain the efforts of this work program.



## Livable Communities Line of Business

### Dog Services Program

#### Purpose Statement








The purpose of the Dog Services program is to provide dog sheltering, education, complaint resolution, licensing, protection and enforcement services to the public so they can reunite with lost dogs, benefit from the companionship of a well-matched adoption or placement and experience a healthy, safe and livable community.

#### Performance Narrative Statement

The Dog Services Program adopted an operating budget of \$2,882,742. These resources will support staff who will interact with customers more than 35,000 times during the year, resolve 5,000 cases investigated by dog services officers and will serve 1,100 dogs coming into the shelter for care, of which 83% will be saved including 500 dogs who will be returned to their owners.

Achieving these targets will reunite the public with lost dogs, provide people with the companionship of a well-matched adoption resulting in a 6% or less adoption return rate and protect the public from dogs running loose.

#### Key Performance Measures

|  |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result   | By 2020, 29,000 dogs will be licensed   | 26,359             | 24,432             | 29,000             | 23,707                                | 26,000             |
|  Result   | % of people surveyed who were happy with the level of customer service received     | 93%                | 95%                | 90%                | 93%                                   | 90%                |
|  Result   | Fewer than 6% of adopted dogs returned to Dog Services within 90-days. <sup>3</sup> | NEW                | NEW                | 6%                 | 10%                                   | 6%                 |
|  Result  | % dogs saved (return to owner, adopted or rescued) <sup>1</sup>                     | 84%                | 83%                | 83%                | 81%                                   | 83%                |
|  Output | # of dogs returned to owners  | 584                | 589                | 600                | 284                                   | 500                |
|  Output | # customer interactions <sup>3,4</sup>  | 24,378             | 29,686             | 35,000             | 22,871                                | 35,000             |
|  Demand | # dog complaint cases <sup>2</sup>  | 1,591              | 1,722              | 2,000              | 808                                   | 5,000              |

<sup>1</sup> This number is affected by the increase in the number of dogs that are not medically and behaviorally sound. The implementation of a dog foster program will positively influence this number. Dog Services will also be seeking funding from the Clackamas Dogs Foundation for a board and train program for dogs that require additional resources that cannot be provided within the shelter.

<sup>2</sup> Proposed increase in FY2019-20 includes an increase in failure to license complaints to drive up the number of licensed dogs, based on rabies information received for dogs without a license. New software migration has improved the timeliness of the rabies certificate entry and a dedicated licensing officer can follow-up on unlicensed dogs.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>4</sup> Customer interactions include phone calls, emails, social media inquiries, lost/found dogs posted on County website and the number of responses to the Happy or Not kiosk in the lobby. Prior to FY 2018-2019 we were only reporting the number of phone calls.

#### Program includes:

Mandated Services  Yes

Shared Services  No

Grant Funding  Yes



#### Explanation

##### Mandated Services:

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 license all Animal Rescue Entities (ORS 609.415, 609.420).

##### Grant Funding:

The Dog Sheltering Program anticipates receiving \$20,000 in grant funding from the Clackamas Dogs Foundation. This grant opportunity does not have a length or deadline and does not require any match.



Dog Services Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>603,948</b>     | <b>838,633</b>     | <b>994,352</b>                | <b>994,352</b>                    | <b>979,041</b>                | <b>(15,311)</b>             | <b>-1.5%</b>                     |
| Licenses & Permits                              | 676,880            | 619,533            | 592,000                       | 580,000                           | 560,000                       | (32,000)                    | -5.4%                            |
| Charges for Services                            | 100                | 6,496              | 500                           | 500                               | 500                           | -                           | 0%                               |
| Fines & Penalties                               | 81,955             | 75,379             | 62,500                        | 65,500                            | 65,500                        | 3,000                       | 4.8%                             |
| Miscellaneous Revenue                           | 25,693             | 28,418             | 31,000                        | 27,150                            | 27,600                        | (3,400)                     | -11.0%                           |
| Miscellaneous Sales                             | 6,431              | 23                 | 7,000                         | 7,000                             | 7,000                         | -                           | 0%                               |
| Other Financing Sources                         | -                  | 10                 | -                             | 100                               | 100                           | 100                         | -                                |
| Interfund Transfers                             | 1,492,324          | 1,572,264          | 1,732,506                     | 1,732,506                         | 1,752,611                     | 20,105                      | 1.2%                             |
| <b>Operating Revenue</b>                        | <b>2,283,383</b>   | <b>2,302,123</b>   | <b>2,425,506</b>              | <b>2,412,756</b>                  | <b>2,413,311</b>              | <b>(12,195)</b>             | <b>-0.5%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,887,331</b>   | <b>3,140,756</b>   | <b>3,419,858</b>              | <b>3,407,108</b>                  | <b>3,392,352</b>              | <b>(27,506)</b>             | <b>-0.8%</b>                     |
| Personnel Services                              | 1,228,012          | 1,396,724          | 1,880,743                     | 1,634,114                         | 2,016,837                     | 136,094                     | 7.2%                             |
| Materials & Services                            | 459,024            | 343,588            | 394,448                       | 381,048                           | 385,637                       | (8,811)                     | -2.2%                            |
| Indirect Costs                                  | 91,763             | 92,098             | 102,831                       | 102,831                           | 104,885                       | 2,054                       | 2.0%                             |
| Cost Allocation Charges                         | 258,708            | 312,786            | 310,074                       | 310,074                           | 375,383                       | 65,309                      | 21.1%                            |
| Capital Outlay                                  | 11,190             | 1,209              | 60,000                        | -                                 | -                             | (60,000)                    | -100.0%                          |
| <b>Operating Expenditure</b>                    | <b>2,048,697</b>   | <b>2,146,405</b>   | <b>2,748,096</b>              | <b>2,428,067</b>                  | <b>2,882,742</b>              | <b>134,646</b>              | <b>4.9%</b>                      |
| Reserve for Future Expenditures *               | -                  | -                  | 419,823                       | -                                 | 281,079                       | (138,744)                   | -33.0%                           |
| Contingency                                     | -                  | -                  | 251,939                       | -                                 | 228,531                       | (23,408)                    | -9%                              |
| <b>Total Exp - Including Special Categories</b> | <b>2,048,697</b>   | <b>2,146,405</b>   | <b>3,419,858</b>              | <b>2,428,067</b>                  | <b>3,392,352</b>              | <b>(27,506)</b>             | <b>-0.8%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>1,492,324</b>   | <b>1,572,264</b>   | <b>1,732,506</b>              | <b>1,732,506</b>                  | <b>1,752,611</b>              | <b>20,105</b>               | <b>1.2%</b>                      |
| Full Time Equiv Pos (FTE) Budgeted              | 18.30              | 20.30              | 20.30                         | 20.30                             | 20.30                         | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 16.80              | 17.00              | 20.30                         | 17.50                             |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.50               | 3.30               | -                             | 2.80                              |                               |                             |                                  |

**Significant Issues and Changes**

Planned efforts to increase dog licensing revenue using increased citations, a marketing campaign, improve processes and increase efficiencies program wide were partially implemented and also negatively impacted by vacancies in officer staffing and in general staffing and by changes to the veterinary clinic license vendor program. The changes to the vendor program that were necessitated by the need to improve cash handling practices, resulted in some vendors leaving the program. Advertising funds, printing funds and staff time will be used to promote and enforce dog licensing, and update the veterinary clinic license vendor program to encourage vendors to participate. The implementation of online licensing with the dog services database has increased the efficiency of online dog licensing. To realize the other efficiencies that the database can provide will require heavier time investment from the licensing officer, reducing that positions availability to cover duties in other vacancies.

Prior to the FY 2019-2020 5% general fund reduction, dog services planned to fill an officer vacancy, an animal health technician vacancy and begin replacement of vehicles that were over 13 years old. With the current projections and a large increase in allocated costs, the vehicle replacement will not occur, resulting in higher repair costs. The Animal health technician position and officer positions remaining vacant may negatively impact the response to dog complaint cases and staff ability to implement programs designed to increase the placement of dogs and the timeliness of services.

Dog Services will continue the program for free microchips while seeking foundation funding to continue the program in future years. On the 3rd Saturday of each month, licensed dogs may be brought to Dog Services to receive a free micro-chip at the partnering Good Neighbor Vet. Micro-chips help shelter staff reunite dogs with their families more quickly, which helps Dog Services achieve their goal of increasing the percentage of dogs returned to owners. In addition, this program increases dog licensing compliance.



## Transportation Line of Business

### Transportation Engineering & Construction Program

#### Purpose Statement

The purpose of the Transportation Engineering & Construction program is to provide survey, design, right of way, construction and project management services to the public so they can safely and efficiently connect with goods, services, employment and people.

#### Performance Narrative Statement









The Transportation Engineering & Construction Program adopted an operating budget of \$9,037,747. Revenues for the transportation construction program fluctuate based on available grants and the projects eligible for the funding opportunity. The resources will fund 41 transportation projects in various stages of design, right of way acquisition and construction, which includes:

- 2 ADA Projects
- 17 Road Projects
- 6 Bike/Pedestrian Projects
- 8 Safety Projects
- 8 Bridge Replacement/Repair Projects

These projects are a portion of more than 300 needed transportation projects identified in the Board adopted Transportation System Plan. In the development of the plan, community members agreed that the transportation system in Clackamas County should be well-designed and maintained and provide safety, flexibility, mobility, accessibility and connectivity for people, goods and services; is tailored to our diverse geographies; and supports future needs and land use plans. The resources from this program will help to achieve this for communities in Clackamas County.

These investments in our transportation infrastructure will generate commercial enterprise and jobs, and ensure services are accessible to all residents of Clackamas County, as highlighted in the Board's strategic plan. The work performed in this program also directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

#### Key Performance Measures

|  |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | % completed CIP contracts coming in within 110% of original contract value <sup>1</sup>   | NEW                | NEW                | 90%                | 75%                                   | 90%                |
|  Result | % completed CIP contracts completed within original contract completion date <sup>1</sup> | NEW                | NEW                | 90%                | 86%                                   | 90%                |
|  Output | # projects managed  | 28                 | 25                 | 34                 | 28                                    | 41                 |
|  Output | # road miles transferred <sup>1</sup>   | 0.44               | 0.59               | 5                  | 2.77                                  | 1                  |
|  Result | % of funded capital projects on schedule <sup>2</sup>                                     | 68%                | 79%                | Discontinue        | Discontinue                           | Discontinue        |
|  Result | % of funded capital projects within budget <sup>2</sup>                                   | 89%                | 87%                | Discontinue        | Discontinue                           | Discontinue        |
|  Result | % of projects completed in 5-year Capital Improvement Plan <sup>2</sup>                   | 9%<br>4 of 41      | 12%<br>5 of 41     | Discontinue        | Discontinue                           | Discontinue        |
|  Result | % of projects completed in 20-year Transportation System Improvement Plan <sup>2</sup>    | 3%<br>4 of 129     | 4%<br>5 of 129     | Discontinue        | Discontinue                           | Discontinue        |

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

#### Program includes:

- Mandated Services  Yes
- Shared Services  No
- 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).

##### Grant Funding:

The Transportation Construction Program receives project-specific grant funding through ODOT which terminates with the completion of each project and generally requires a 10.27% match provided by County Road Fund, Transportation System Development Charges and/or Urban Renewal Funds.



Transportation Engineering & Construction Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance **</b>   | <b>12,694,705</b>  | <b>16,045,578</b>  | <b>6,611,959</b>              | <b>6,611,959</b>                  | -                             | <b>(6,611,959)</b>          | <b>-100.0%</b>                   |
| Prior Year Revenue  | 458,251            | 412,501            | -                             | 184,293                           | -                             | -                           | 0%                               |
| Licenses & Permits **   | 4,269,355          | 2,383,778          | 165,000                       | 388,000                           | 242,000                       | <b>77,000</b>               | <b>46.7%</b>                     |
| Federal Revenues  | 4,424,643          | 1,084,619          | 2,445,207                     | 3,201,295                         | 1,294,835                     | <b>(1,150,372)</b>          | <b>-47.0%</b>                    |
| State Revenues * , ***  | 4,492,420          | 3,851,803          | 10,220,111                    | 4,529,286                         | 6,940,802                     | <b>(3,279,309)</b>          | <b>-32.1%</b>                    |
| Local Government & Other Agencies   | 3,819              | -                  | 308,901                       | 150,000                           | 125,001                       | <b>(183,900)</b>            | <b>0.0%</b>                      |
| Charges for Services ***  | 1,079,725          | 1,280,438          | 296,081                       | 328,000                           | 474,300                       | <b>178,219</b>              | <b>60.2%</b>                     |
| Miscellaneous Revenue   | 693,638            | 705,832            | -                             | -                                 | -                             | -                           | 0%                               |
| Other Financing Sources   | 267,371            | 10,000             | 2,000                         | -                                 | -                             | <b>(2,000)</b>              | <b>-100.0%</b>                   |
| Interfund Transfers   | 5,702,361          | 2,404,893          | 1,108,027                     | 1,277,027                         | 5,000                         | <b>(1,103,027)</b>          | <b>-99.5%</b>                    |
| <b>Operating Revenue</b>  | <b>21,391,583</b>  | <b>12,133,864</b>  | <b>14,545,327</b>             | <b>10,057,901</b>                 | <b>9,081,938</b>              | <b>(5,463,389)</b>          | <b>-37.6%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>  | <b>34,086,288</b>  | <b>28,179,442</b>  | <b>21,157,286</b>             | <b>16,669,860</b>                 | <b>9,081,938</b>              | <b>(12,075,348)</b>         | <b>-57.1%</b>                    |
| <i>* Includes Road Fund support; fund balance includes a Fee-In-Lieu of Road Improvement Pedestrian Fee Carryforward.</i> |                    |                    |                               |                                   |                               |                             |                                  |
| Personnel Services  | 2,150,814          | 2,432,859          | 2,849,041                     | 2,447,228                         | 3,152,744                     | <b>303,703</b>              | <b>10.7%</b>                     |
| Materials & Services  | 579,325            | 403,010            | 464,025                       | 405,075                           | 528,961                       | <b>64,936</b>               | <b>14.0%</b>                     |
| Indirect Costs  | 112,637            | 107,887            | 89,465                        | 89,465                            | 99,377                        | <b>9,912</b>                | <b>11.1%</b>                     |
| Cost Allocation Charges   | 288,229            | 276,743            | 314,515                       | 314,515                           | 345,253                       | <b>30,738</b>               | <b>9.8%</b>                      |
| Capital Outlay  | 11,169,370         | 3,363,309          | 10,975,477                    | 7,402,776                         | 4,911,412                     | <b>(6,064,065)</b>          | <b>-55.3%</b>                    |
| <b>Operating Expenditure</b>  | <b>14,300,375</b>  | <b>6,583,808</b>   | <b>14,692,523</b>             | <b>10,659,059</b>                 | <b>9,037,747</b>              | <b>(5,654,776)</b>          | <b>-38.5%</b>                    |
| Debt Service **   | 4,214,143          | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Special Payments **   | -                  | 4,428,700          | -                             | -                                 | -                             | -                           | 0%                               |
| Interfund Transfers ***   | 2,367,902          | 2,363,561          | 6,010,801                     | 6,010,801                         | -                             | <b>(6,010,801)</b>          | <b>-100.0%</b>                   |
| Contingency **  | -                  | -                  | 453,961                       | -                                 | 44,191                        | <b>(409,770)</b>            | <b>-90.3%</b>                    |
| <b>Total Exp - Including Special Categories</b>   | <b>20,882,420</b>  | <b>13,376,069</b>  | <b>21,157,285</b>             | <b>16,669,860</b>                 | <b>9,081,938</b>              | <b>(12,075,347)</b>         | <b>-57.1%</b>                    |
| <b>General Fund Support (if applicable)</b>   | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Road Fund - Fund 215 *  | 2,404,617          | 3,758,229          | 3,879,380                     | 3,879,380                         | 5,993,340                     | 2,113,960                   | 54%                              |
| Full Time Equiv Pos (FTE) Budgeted  | 18.00              | 19.80              | 21.20                         | 21.20                             | 22.00                         | 0.80                        | 4%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End  | 17.00              | 15.80              | 21.20                         | 19.20                             |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End  | 1.00               | 4.00               | -                             | 2.00                              |                               |                             |                                  |

**Significant Issues and Changes**

The requested budget will provide the necessary resources for:

- \$4.911 M in contracted capital outlay (project planning, design, right of way acquisition and construction). This does not include staff time.
- We still need additional funding for capital needs. We forecast that we can only fund 15% of our 20-year TSP (Tier 1). We are forecasting over the next 20 years to spend \$28 million of the new HB 2017 funding on capital (safety and bike/ped).
- Our Survey/CADD group has an opportunity to use mobile LIDAR scanning to increase the production of base maps for paving projects; and will have the ability to use sUAS (drones) to add to our capabilities to gather existing conditions data and to provide ortho photos.
- Emergency events resulting in additional projects can impact the schedules of ongoing projects. Staff is currently executing two federal Emergency Relief projects from a 2017 emergency event.

\*\* Transportation System Development Charge funds support the construction of transportation infrastructure; however, housing them in this program inflates the appearance of available funds for current capital projects because the funding is restricted to projects on the eligible list. Due to the project specificity of this funding, we moved the funds out of the Transportation Engineering & Construction program in FY 2018-2019. This program will only include the TSDC funding that is assigned to cover eligible capital project expenses each budget year.

\*\*\* Fund 416 (Capital Projects) was discontinued in FY 2018-2019; these construction activities were moved in to the Road Fund.



# Transportation Line of Business

## Transportation Maintenance Program

### Purpose Statement

The purpose of the Transportation Maintenance program is to provide repair, maintenance, preservation and emergency response services to the public so they can live, work, recreate and travel safely on a well-maintained County transportation system.

### Performance Narrative Statement






The Transportation Maintenance Program adopted an operating budget of \$44,348,303, an increase from current funding levels. The majority of the funding comes from:

- A two year renewal of the Secure Rural Schools program; increasing annual revenues through FY 2019-20.
- An increase of \$3 million from FY 2017-18 from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees) resulting from House Bill 2017, a 10-year phased in transportation funding package.

This revenue will provide the resources needed to perform paving and other surface treatments, including a \$10 million contract paving package on 35.47 miles of county roads during FY 19/20; 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 nearly 800 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 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index) or higher <sup>1</sup> | NEW                | 58%                | 72                 | Annual Measure - No data avail.       | 70                 |
|  Output | # county road miles with a PCI (Pavement Condition Index) below 70 <sup>1</sup>                                  | NEW                | 395                | 355                | Annual Measure - No data avail.       | 355                |
|  Output | # road miles paved (contract paving)   | 10.57              | 17.26              | 15.5               | Annual Measure - No data avail.       | 35.47              |
|  Output | # service request responses (e.g., high water, downed trees, potholes, dead deer)                                | 896                | 475                | 800                | 322                                   | 800                |
|  Result | % of County roads with adequately visible paving markings <sup>2</sup>   | 92%                | 92%                | Discontinue        | Discontinue                           | Discontinue        |

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

**Program includes:**

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



**Explanation**

**Mandated Services:**

The Oregon Constitution (Article IX, Section 3a) dedicates the highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.; thus mandating the use of the Road Fund revenues. Local jurisdictions receiving Oregon State Highway Fund Revenues are required to spend or reserve at least 1% of the annual receipts on bicycle/pedestrian improvements.

**Grant Funding:**

The county received Emergency Relief funding for to repair the road slides on South End Road and 232nd Avenue after the storm events in January 2017. The permanent repairs will be ongoing and we will be receiving grant funding to help offset those costs.





**Transportation Line of Business**  
**Transportation Maintenance Program**

**Budget Summary**

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>  | <b>18,403,087</b>  | <b>15,574,349</b>  | <b>19,329,487</b>             | <b>19,329,487</b>                 | <b>21,517,570</b>             | <b>2,188,083</b>            | <b>11.3%</b>                     |
| Pior Year Revenues  | -                  | 82,400             | -                             | -                                 | -                             | -                           | 0%                               |
| Federal Revenues  | 1,063,891          | 963,577            | 838,875                       | 835,500                           | 354,773                       | (484,102)                   | -57.7%                           |
| State Revenues *  | 25,045,749         | 20,438,869         | 20,656,264                    | 24,880,311                        | 22,626,578                    | 1,970,314                   | 9.5%                             |
| Local Government & Other Agencies   | 367,300            | 350,200            | 519,000                       | 402,000                           | 402,000                       | (117,000)                   | -22.5%                           |
| Charges for Services  | 547,445            | 563,352            | 639,288                       | 510,000                           | 348,000                       | (291,288)                   | -45.6%                           |
| Miscellaneous Revenue   | 240,946            | 260,537            | 162,780                       | 285,280                           | 310,280                       | 147,500                     | 90.6%                            |
| Other Financing Sources **  | 33,918             | 76,885             | 4,325,000                     | 550,000                           | 3,800,000                     | (525,000)                   | -12.1%                           |
| Interfund Transfers   | -                  | -                  | 3,388,204                     | 3,388,204                         | -                             | (3,388,204)                 | -100.0%                          |
| <b>Operating Revenue</b>  | <b>27,299,249</b>  | <b>22,735,820</b>  | <b>30,529,411</b>             | <b>30,851,295</b>                 | <b>27,841,631</b>             | <b>(2,687,780)</b>          | <b>-8.8%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>  | <b>45,702,336</b>  | <b>38,310,169</b>  | <b>49,858,898</b>             | <b>50,180,782</b>                 | <b>49,359,201</b>             | <b>(499,697)</b>            | <b>-1.0%</b>                     |
| <i>* Includes Road Fund support.</i>  |                    |                    |                               |                                   |                               |                             |                                  |
| Personnel Services  | 8,938,407          | 9,623,669          | 12,096,405                    | 10,293,686                        | 12,042,601                    | (53,804)                    | -0.4%                            |
| Materials & Services  | 9,220,479          | 7,260,928          | 17,629,833                    | 12,845,404                        | 18,217,935                    | 588,102                     | 3.3%                             |
| Indirect Costs  | 354,648            | 448,938            | 472,131                       | 472,131                           | 498,558                       | 26,427                      | 5.6%                             |
| Cost Allocation Charges   | 991,816            | 1,017,041          | 1,154,492                     | 1,154,492                         | 1,394,209                     | 239,717                     | 20.8%                            |
| Capital Outlay  | 1,959,864          | 516,184            | 7,536,000                     | 3,297,500                         | 12,195,000                    | 4,659,000                   | 61.8%                            |
| <b>Operating Expenditure</b>  | <b>21,465,214</b>  | <b>18,866,760</b>  | <b>38,888,861</b>             | <b>28,063,213</b>                 | <b>44,348,303</b>             | <b>5,459,442</b>            | <b>14.0%</b>                     |
| Special Payments  | 19,000             | 66,400             | 600,000                       | 600,000                           | 375,000                       | (225,000)                   | 0.0%                             |
| Interfund Transfers   | 3,334,459          | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Reserve for Future Expenditures   | -                  | -                  | 754,046                       | -                                 | 1,000,000                     | 245,954                     | 32.6%                            |
| Contingency   | -                  | -                  | 9,377,024                     | -                                 | 3,635,898                     | (5,741,126)                 | -61.2%                           |
| <b>Total Exp - Including Special Categories</b>   | <b>24,818,673</b>  | <b>18,933,160</b>  | <b>49,619,931</b>             | <b>28,663,213</b>                 | <b>49,359,201</b>             | <b>(260,730)</b>            | <b>-0.5%</b>                     |
| <b>General Fund Support (if applicable) ***</b>   | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                    | <b>0%</b>                        |
| <i>*** One-time Policy Level Proposal to cover workers compensation/casualty insurance increases FY 2015-16.</i>  |                    |                    |                               |                                   |                               |                             |                                  |
| Road Fund - Fund 215 *  | 21,171,430         | 20,438,869         | 24,880,311                    | 24,880,311                        | 19,204,064                    | (5,676,247)                 | -23%                             |
| <i>* Trans Eng. &amp; Construction, Traffic Safety, Land Use, Dev. Rev &amp; Permitting, Long Range Planning and DTD Admin include Road Fund support.</i> |                    |                    |                               |                                   |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Budgeted  | 98.50              | 101.50             | 108.00                        | 108.00                            | 101.00                        | (7.00)                      | -6.5%                            |
| Full Time Equiv Pos (FTE) Filled at Yr End  | 84.50              | 86.50              | 108.00                        | 96.00                             |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End  | 14.00              | 15.00              |                               | 12.00                             |                               |                             |                                  |

**Significant Issues and Changes**

The Pavement Condition Index (PCI) rates the visual condition of the road surface by measuring the quantity and severity of the surface distresses. The county has 2 years worth of evaluations of its road network based on the Pavement Condition Index rating. The current PCI for the county after 2 years of inspections is a PCI of 71. Under the PCI rating system, only a 10% representative sample of the road system is rated each year. Data accuracy will continue to improve with future data collections.

The \$3.635 million contingency provides coverage for inclement weather response. The proposed budget assumes the first two payments on the Transportation Maintenance facility relocation in FY 2018-19 and FY 2019-20, which will be partially offset by the \$5.25M property sale reimbursement for the CIAO site. This relocation will likely require a bond payment of approximately \$2 million per year, which is included in our forecasts. The budget also includes earmarks of \$1 million for the I205/Abernethy Bridge project and \$2 million for moving costs and fixtures, furniture and equipment. In addition to this, transportation maintenance program costs will be ramping up over the next few years as we continue to align our staffing and program with the House Bill 2017 revenues.

*\*\* Other financing sources include the land sale proceeds from the CIAO site.*





# Transportation Line of Business

## Traffic Safety Program

### Purpose Statement

The purpose of the Traffic Safety program is to provide education, commercial vehicle inspection, traffic operations and engineering services to all road users so they can safely and efficiently use the transportation system.

### Performance Narrative Statement

The Traffic Safety Program adopted an operating budget of 4,417,932. These resources support the primary effort in Traffic Safety including work in safety, advanced transportation technology and management, motor carrier education/enforcement and support of public health, safety culture and safe systems. There is a modest increase with additional safety efforts.

Outcomes include over 6,000 safety education presentations to students, more than 250 heavy vehicle inspections, and response to 200 citizen safety concerns.

These services all contribute to providing a safe transportation system and work toward our Department Strategic Goal of eliminating fatal and serious injury crashes in Clackamas County by 2035. Achieving these targets will also promote the Board's strategic priorities of building a strong infrastructure and ensuring safe, healthy and secure communities.

### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero <sup>1</sup>                    | 44                 | 26                 | 26                 | 14                                    | 26                 |
| Result | Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024 <sup>1</sup>                          | NEW                | 11                 | 10                 | Annual Measure - No data avail.       | 11                 |
| Output | # community engagement interactions related to traffic safety <sup>1,3</sup>   | 2,592              | 2,087              | 2,600              | 6,396                                 | 8,000              |
| Output | # commercial vehicles inspected: of which, # inspections were voluntary <sup>1</sup>   | 185 : 2            | 259 : 3            | 250 : 20           | Annual Measure - No data avail.       | 250 : 10           |
| Output | # of temporary radar speed feedback sign placements <sup>1</sup>   | 27                 | 11                 | 25                 | 2                                     | 25                 |
| Output | # citizen safety concerns addressed (i.e., clear vision areas, )   | 181                | 174                | 200                | 102                                   | 200                |
| Result | Reduce three-year average number of fatalities resulting from crashes in Clackamas County from 24 in 2012 to 12 in 2022 <sup>2</sup> | 43                 | 26                 | Discontinue        | Discontinue                           | Discontinue        |
| Output | # of students receiving Drive to Zero safety presentations <sup>2</sup>  | 2,310              | 845                | Discontinue        | Discontinue                           | Discontinue        |
| Output | # heavy vehicles inspected <sup>2</sup>  | 221                | 232                | Discontinue        | Discontinue                           | Discontinue        |

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

<sup>3</sup> Community engagement sessions include students receiving Drive to Zero safety presentations, postings on ODOT Trip Check system, social media posts and news releases.

#### Program includes:

Mandated Services  Yes

Shared Services  No

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.

##### 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.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>288,744</b>     | <b>177,775</b>     | <b>264,447</b>                | <b>264,447</b>                    | -                             | <b>(264,447)</b>            | <b>-100.0%</b>                   |
| Prior Year Revenue                              | -                  | 4,853              | -                             | 41,447                            | -                             | -                           | 0%                               |
| Federal Revenues                                | 5,299              | 33,568             | 10,000                        | 70,000                            | 170,000                       | <b>160,000</b>              | <b>1600.0%</b>                   |
| State Revenues *                                | -                  | 1,443,831          | 1,505,581                     | 1,423,470                         | 3,745,685                     | <b>2,240,104</b>            | <b>148.8%</b>                    |
| Local Government & Other Agencies               | 30,729             | 30,608             | 50,000                        | 50,000                            | 40,000                        | <b>(10,000)</b>             | <b>-20.0%</b>                    |
| Charges for Service                             | 161,750            | 215,517            | 133,500                       | 135,000                           | 150,500                       | <b>17,000</b>               | <b>12.7%</b>                     |
| Miscellaneous Revenue                           | 10,000             | 7,500              | 10,000                        | 35,000                            | 10,000                        | -                           | 0%                               |
| Other Financing Sources                         | -                  | -                  | 15,000                        | 15,000                            | -                             | <b>(15,000)</b>             | <b>-100%</b>                     |
| Interfund Transfers                             | 251,460            | 258,114            | 293,686                       | 293,686                           | 301,747                       | <b>8,061</b>                | <b>2.7%</b>                      |
| <b>Operating Revenue</b>                        | <b>459,238</b>     | <b>1,993,991</b>   | <b>2,017,767</b>              | <b>2,063,603</b>                  | <b>4,417,932</b>              | <b>2,400,165</b>            | <b>119.0%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | <b>747,982</b>     | <b>2,171,766</b>   | <b>2,282,214</b>              | <b>2,328,050</b>                  | <b>4,417,932</b>              | <b>2,135,718</b>            | <b>93.6%</b>                     |
| <i>* Includes Road Fund support.</i>            |                    |                    |                               |                                   |                               |                             |                                  |
| Personnel Services                              | 1,088,156          | 1,285,222          | 1,388,488                     | 1,350,026                         | 1,528,755                     | <b>140,267</b>              | <b>10.1%</b>                     |
| Materials & Services                            | 374,707            | 439,475            | 471,770                       | 439,851                           | 836,617                       | <b>364,847</b>              | <b>77.3%</b>                     |
| Indirect Costs                                  | 89,647             | 45,559             | 52,150                        | 52,150                            | 49,231                        | <b>(2,919)</b>              | <b>-5.6%</b>                     |
| Cost Allocation Charges                         | 102,194            | 179,576            | 150,055                       | 150,055                           | 190,257                       | <b>40,202</b>               | <b>26.8%</b>                     |
| Capital Outlay                                  | 3,274              | 1,769              | 335,968                       | 335,968                           | 1,813,072                     | <b>1,477,104</b>            | <b>439.7%</b>                    |
| <b>Operating Expenditure</b>                    | <b>1,657,978</b>   | <b>1,951,601</b>   | <b>2,398,431</b>              | <b>2,328,050</b>                  | <b>4,417,932</b>              | <b>2,019,501</b>            | <b>84.2%</b>                     |
| Contingency                                     | -                  | -                  | 122,751                       | -                                 | -                             | <b>(122,751)</b>            | <b>-100.0%</b>                   |
| <b>Total Exp - Including Special Categories</b> | <b>1,657,978</b>   | <b>1,951,601</b>   | <b>2,521,182</b>              | <b>2,328,050</b>                  | <b>4,417,932</b>              | <b>1,896,750</b>            | <b>75.2%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>251,460</b>     | <b>258,114</b>     | <b>293,686</b>                | <b>293,686</b>                    | <b>301,747</b>                | <b>8,061</b>                | <b>2.7%</b>                      |
| Road Fund - Fund 215 *                          | 909,996            | 1,443,831          | 1,423,470                     | 1,423,470                         | 3,745,685                     | 2,322,215                   | 163%                             |
| Full Time Equiv Pos (FTE) Budgeted              | 10.00              | 10.00              | 10.10                         | 10.10                             | 10.10                         | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 10.00              | 9.00               | 10.10                         | 10.10                             | -                             | -                           | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | 1.00               | -                             | -                                 | -                             | -                           | -                                |

**Significant Issues and Changes**

The Traffic Safety program will receive \$276,747 in General Fund to support County Strategic Priorities of eliminating fatal and serious injury crashes by 2035. The program also receives \$25,000 in local marijuana taxes which as been used to build an educational crash trailer highlighting a severe or fatal vehicle crash involving cannabis intoxication. The increase in Capital Outlay in FY 2019-20 represents capital safety projects funded by the Road Fund.

Additional outcomes from the traffic safety program include:

- The newly adopted (March 28, 2019) Traffic Safety Action Plan sets infrastructure, outreach and policies to achieve a goal of Zero Fatal and Serious Injury Crashes by 2035.
- Implementing an innovative partnership between H3S and DTD to jointly fund a position to examine safety and public health for road infrastructure projects.
- Increasing the focus on Traffic Signal Management and Operations (TSMO) through new adaptive traffic signal control on Sunnyside Road.
- Prepare for the evolution of connected and autonomous vehicles supporting a robust County-wide fiber optic communications network and new roadside infrastructure to support new technology.
- Continue outreach to youth and young drivers related to safety and increase social media messaging for transportation system users of all ages.
- Continue the Motor Carrier Safety Program focusing on inspection of heavy vehicles to ensure safety for all users and weighing to minimize road damage.



## Transportation Line of Business

### Damascus Roads Program

#### Purpose Statement

The purpose of the Damascus Roads program is to provide transportation safety, planning, construction and maintenance services to the public so they can live, work, conduct business, recreate and travel safely on the transportation system within the boundaries of the former city of Damascus.





#### Performance Narrative Statement

The Damascus Roads Program adopted an operating budget of \$1,868,000. This program tracks the use of State Highway Fund revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive State Highway Fund Revenues for this area, based on PSU Population Forecasts, for ten years after disincorporation. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits.

The budget remains consistent with the program work plan presented to residents in the Damascus area on March 20, 2018 and includes long range planning, transportation maintenance and traffic safety activities. The FY 2019-2020 budget includes funding for 7.69 miles of slurry seal, a 3.16 mile contract paving package, a culvert extension, inlet and outfall rehab, shoulder safety improvements, completion of the 20-year Transportation System Plan, 242/Borges road realignment, 222/Tillstrom and the Tier 1 safety projects.

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 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result  | Maintain the average condition of paved county roads within the boundaries of the former city of Damascus at 70 PCI (Pavement Condition Index) or higher | NEW                | 72                 | 70                 | Annual Measure - No data avail.       | 70                 |
|  Output | # road miles paved (contract paving)   | NEW                | NEW                | 8                  | Annual Measure - No data avail.       | 3.16               |
|  Output | # service request responses (e.g., high water, downed trees, potholes, dead deer)  | NEW                | NEW                | 10                 | 8                                     | 15                 |
|  Result | By 2020, complete the Transportation System Plan for the area to identify needed capital projects <sup>1,2</sup>   | NEW                | NEW                | Underway           | Underway                              | Discontinue        |

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> The Damascus area Transportation System Plan is included in the adopted Long Range Planning Annual Work Program.

#### Program includes:

Mandated Services  Yes

Shared Services  No

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.



Transportation Line of Business

Damascus Roads Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | <b>3,398,083</b>   | <b>3,998,551</b>              | <b>3,998,551</b>                  | <b>2,843,801</b>              | <b>(1,154,750)</b>          | <b>-28.9%</b>                    |
| State Revenues                                  | 531,301            | 666,730            | 788,535                       | 787,954                           | 790,000                       | 1,465                       | 0.2%                             |
| Local Government & Other Agencies               | -                  | -                  | -                             | 40,000                            | 200,000                       | 200,000                     | 0%                               |
| Charges for Service                             | 2,854,339          | -                  | -                             | -                                 | 102,500                       | 102,500                     | 0%                               |
| Miscellaneous Revenue                           | 18,874             | -                  | 20,000                        | 20,000                            | 15,000                        | (5,000)                     | -25.0%                           |
| <b>Operating Revenue</b>                        | <b>3,404,514</b>   | <b>666,730</b>     | <b>808,535</b>                | <b>847,954</b>                    | <b>1,107,500</b>              | <b>298,965</b>              | <b>0%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>3,404,514</b>   | <b>4,064,813</b>   | <b>4,807,086</b>              | <b>4,846,505</b>                  | <b>3,951,301</b>              | <b>(855,785)</b>            | <b>0%</b>                        |
| Materials & Services                            | 6,431              | 24,930             | 665,713                       | 718,000                           | 890,000                       | 224,287                     | 33.7%                            |
| Capital Outlay                                  | -                  | -                  | 1,416,810                     | 1,284,704                         | 978,000                       | (438,810)                   | -31.0%                           |
| <b>Operating Expenditure</b>                    | <b>6,431</b>       | <b>24,930</b>      | <b>2,082,523</b>              | <b>2,002,704</b>                  | <b>1,868,000</b>              | <b>(214,523)</b>            | <b>0%</b>                        |
| Interfund Transfers                             | -                  | 41,332             | -                             | -                                 | -                             | -                           | 0%                               |
| Reserve for Future Expenditures                 | -                  | -                  | 2,350,000                     | -                                 | 1,068,132                     | (1,281,868)                 | -54.5%                           |
| Contingency                                     | -                  | -                  | 374,563                       | -                                 | 1,015,169                     | 640,606                     | 171.0%                           |
| <b>Total Exp - Including Special Categories</b> | <b>6,431</b>       | <b>66,262</b>      | <b>4,807,086</b>              | <b>2,002,704</b>                  | <b>3,951,301</b>              | <b>(855,785)</b>            | <b>0%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                           |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                           |                                  |

**Significant Issues and Changes**

During the disincorporation of the City of Damascus, state law included a provision that Clackamas County would continue to receive the city allotment of State Highway Fund receipts, based on population, for ten years following disincorporation (through 2026). Revenues from the Oregon State Highway Fund (which includes money from state gas tax, truck weight mile fees, and vehicle registration fees) may begin to decline as areas are incorporated into the City of Happy Valley or the City of Gresham over the next 10-years. The January 1 to June 30 Community Road Fund allotment for Damascus was added to the Charges for Services revenue.

Long range transportation planning staff are managing the development of a 20-year Transportation System Plan for the Damascus area since proposed transportation projects are required to be in a TSP to be eligible for regional funding. The Clackamas County TSP was last updated in 2013, but this plan did not include incorporated cities. We can't adopt the Damascus TSPs because they were based on a draft city land use plan and the future development will be rural; the economy is expanding more rapidly than was anticipated 5-years ago; and growth in surrounding areas will affect Damascus.

Transportation staff have a road repair and maintenance program for this area, that will focus on:

- Adoption of a Transportation System Plan (TSP) for the area.
- Safety improvements
- Paving
- Chip seal / slurry seal / crack seal
- Brushing, ditching, sweeping, pothole repair, etc.



Transportation Line of Business

Community Road Fund

Budget Summary

|   | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Charges for Service                             | -                  | -                             | -                                 | 5,436,706                     | 5,436,706                   | 0%                               |
| <b>Operating Revenue</b>                        | -                  | -                             | -                                 | 5,436,706                     | 5,436,706                   | 0%                               |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                             | -                                 | 5,436,706                     | 5,436,706                   | 0%                               |
| Materials & Services                            | -                  | -                             | -                                 | 1,000,000                     | 1,000,000                   | 0%                               |
| Capital Outlay                                  | -                  | -                             | -                                 | 500,000                       | 500,000                     | 0%                               |
| <b>Operating Expenditure</b>                    | -                  | -                             | -                                 | 1,500,000                     | 1,500,000                   | 0%                               |
| Special Payments                                | -                  | -                             | -                                 | 2,121,182                     | 2,121,182                   | 0%                               |
| Contingency                                     | -                  | -                             | -                                 | 1,815,524                     | 1,815,524                   | 0%                               |
| <b>Total Exp - Including Special Categories</b> | -                  | -                             | -                                 | 5,436,706                     | 5,436,706                   | 0%                               |
| <b>General Fund Support (if applicable)</b>     | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                             | -                                 | -                             | -                           | 0%                               |

**Significant Issues and Changes**

There are some key components to the development of this program, which are all underway at this time:

1. DTD is working closely with Public and Government Affairs (PGA) to establish a Community Road Fund Advisory Committee. This citizen committee will provide direction on the selection and prioritization of the congestion relief projects. We will develop the programmatic budget with input from this group. This group will also review the local road paving packages that are developed by Transportation Maintenance staff.
2. We have identified many of the Local VRF congestion relief projects as being eligible for Countywide Transportation System Development Charge (TSDC) funding. Moving forward with an eligible project would trigger an Interfund Transfer from Fund 223 to Fund 215 to offset the total project costs and we would need to develop a supplemental budget for Fund 223 to accomplish this.
3. The Traffic Safety Committee (TSC) will be developing the project list for the safety related revenues.
4. Clackamas County Coordinating Committee (C4) will be developing a process for the distribution of funds from the Strategic Investment Fund (SIF). This money will be held in contingency until the criteria/process is developed and a project has been selected by the group.



Transportation Line of Business

Countywide TSDCs

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | <b>8,195,129</b>              | <b>8,195,129</b>                  | <b>9,291,339</b>              | <b>1,096,210</b>            | <b>13.4%</b>                     |
| Licenses & Permits                              | -                  | -                  | 1,000,000                     | 1,750,000                         | 1,750,000                     | 750,000                     | 75.0%                            |
| Charges for Service                             | -                  | -                  | 17,500                        | 14,500                            | 14,500                        | (3,000)                     | -17.1%                           |
| Miscellaneous Revenue                           | -                  | -                  | 45,500                        | 45,000                            | 45,000                        | (500)                       | -1.1%                            |
| Interfund Transfers                             | -                  | -                  | 297,705                       | 297,705                           | -                             | (297,705)                   | -100.0%                          |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>1,360,705</b>              | <b>2,107,205</b>                  | <b>1,809,500</b>              | <b>448,795</b>              | <b>0%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>9,555,834</b>              | <b>10,302,334</b>                 | <b>11,100,839</b>             | <b>1,545,005</b>            | <b>0%</b>                        |
| Materials & Services                            | -                  | -                  | 124,000                       | 85,790                            | 59,026                        | (64,974)                    | -52.4%                           |
| Indirect Costs                                  | -                  | -                  | 8,950                         | 8,950                             | 16,248                        | 7,298                       | 81.5%                            |
| Cost Allocation Charges                         | -                  | -                  | 4,183                         | 4,183                             | 20,935                        | 16,752                      | 400.5%                           |
| Capital Outlay                                  | -                  | -                  | 12,950                        | 3,000                             | 10,000                        | (2,950)                     | -22.8%                           |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>150,083</b>                | <b>101,923</b>                    | <b>106,209</b>                | <b>(43,874)</b>             | <b>0%</b>                        |
| Interfund Transfers                             | -                  | -                  | 1,721,536                     | 909,072                           | 1,555,000                     | (166,536)                   | -9.7%                            |
| Reserve for Future Expenditures                 | -                  | -                  | 6,500,000                     | -                                 | 7,500,000                     | 1,000,000                   | 15.4%                            |
| Contingency                                     | -                  | -                  | 1,184,215                     | -                                 | 1,939,630                     | 755,415                     | 63.8%                            |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>9,555,834</b>              | <b>1,010,995</b>                  | <b>11,100,839</b>             | <b>1,545,005</b>            | <b>0%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                           | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                           |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                           |                                  |

**Significant Issues and Changes**

The Countywide TSDC program budget holds the dedicated funding collected from developers to help add capacity to the County road system in the unincorporated area. Money is transferred out of this program to the Development Agency, Transportation Engineering & Construction and the Long Range Planning programs to support eligible capital projects. The current budget includes a \$1.55 million transfer out to support capital projects (ADA improvements, Arndt Road planning, Clackamas Regional Connections and the Clackamas River - Springwater Rd bridge).

The County adopted a new System Development Charge methodology in January 2018. This plan includes a new project list and defines the priorities for using these System Development Charge revenues toward future projects, focusing on projects that met the following criteria:

- Increase traffic connections to daily needs and services;
- Reduce congestion at intersections;
- Be located in or near a current or future employment area;
- Improve safety on roads; and
- Provide the greatest benefit to the entire community by keeping projects on roads with significant amounts of traffic, such as arterials and collectors.

The final TSDC eligible project list was made up of 76 projects with a total cost of \$476 million; of which \$210 million was attributable to growth and therefore eligible for Countywide TSDC funding.



Transportation Line of Business

HV Joint Subarea TSDCs

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | 1,851,427                     | 1,851,427                   | 0%                               |
| Licenses & Permits                              | -                  | -                  | 50,000                        | 10,000                            | 5,000                         | (45,000)                    | -90.0%                           |
| Miscellaneous Revenue                           | -                  | -                  | 12,209                        | 12,300                            | 12,300                        | 91                          | 0.7%                             |
| Interfund Transfers                             | -                  | -                  | 1,888,401                     | 1,888,401                         | -                             | (1,888,401)                 | -100.0%                          |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>1,950,610</b>              | <b>1,910,701</b>                  | <b>17,300</b>                 | <b>(1,933,310)</b>          | <b>0%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>1,950,610</b>              | <b>1,910,701</b>                  | <b>1,868,727</b>              | <b>(81,883)</b>             | <b>0%</b>                        |
| Materials & Services                            | -                  | -                  | 11,500                        | 1,500                             | 1,500                         | (10,000)                    | -87.0%                           |
| Indirect Costs                                  | -                  | -                  | 8,949                         | 8,949                             | -                             | (8,949)                     | -100.0%                          |
| Cost Allocation Charges                         | -                  | -                  | 2,825                         | 2,825                             | 135                           | (2,690)                     | -95.2%                           |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>23,274</b>                 | <b>13,274</b>                     | <b>1,635</b>                  | <b>(21,639)</b>             | <b>0%</b>                        |
| Special Payments                                | -                  | -                  | -                             | 46,000                            | 46,000                        | 46,000                      | 0%                               |
| Reserve for Future Expenditures                 | -                  | -                  | 1,427,336                     | -                                 | 1,421,703                     | (5,633)                     | -0.4%                            |
| Contingency                                     | -                  | -                  | 500,000                       | -                                 | 399,389                       | (100,611)                   | -20.1%                           |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>1,950,610</b>              | <b>59,274</b>                     | <b>1,868,727</b>              | <b>(81,883)</b>             | <b>0%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                           |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                           |                                  |

**Significant Issues and Changes**

The Happy Valley Subarea TSDC program holds the dedicated funding collected from developers to help add capacity to the County road system in prior boundary of the Happy Valley Joint TSDC district. Money is transferred out of this program into the Transportation Engineering & Construction and the Long Range Planning program to support eligible capital projects.

The County and City of Happy Valley finalized the adoption of a new System Development Charge methodology that was adopted in January 2018. The adopted plan established new boundaries and resulted in the dissolution of the City and County Joint District area. The existing Happy Valley Joint TSDC Fund balance was distributed between the City and County based on the percentage of collections over the life of the district.

The balance in the Happy Valley Subarea TSDC program is being held for capacity adding transportation projects in the prior boundary of the Joint area (I-205 / Highway 212 / SE 172nd / Multnomah County line).



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**CLACKAMAS**  
C O U N T Y





## Fleet Services Line of Business

### Vehicle Maintenance & Repair Program

#### Purpose Statement


The purpose of the Vehicle Maintenance and Repair program is to provide preventative maintenance, repair, tire, and body shop services to County employees so they are driving safe vehicles provided to them in a timely and cost effective manner.

#### Performance Narrative Statement

The Vehicle Maintenance and Repair Program adopted an operating budget of \$3,863,495, an increase of prior funding levels. This is a significant increase over current spending levels because with the integration of fleet services into DTD, we have merged the heavy equipment with the existing vehicle maintenance and repair program.

These resources will allow us to provide comprehensive light and heavy vehicle maintenance and repair services to the drivers of County vehicles, WES vehicles and other outside agency vehicles. The added FTEs were balanced by the additional revenue from the heavy equipment maintenance program. These changes should enhance the Vehicle Maintenance and Repair Program's ability to provide services to County employees so they can conduct business in safe, reliable and cost effective vehicles.

#### Key Performance Measures

|   |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  | Result % vehicle preventative maintenance completed and returned to service within one work day. <sup>1</sup> | 53%                | 97%                | 80%                | 77%                                   | 80%                |

<sup>1</sup> Fleet Services line of business was merged into the Department of Transportation & Development on January 12, 2019; this is a new measure in DTD budget.

**Program includes:**

- Mandated Services
- Shared Services
- Grant Funding



**Explanation**



Fleet Services Line of Business

Vehicle Maintenance & Repair Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | 233,586            | -                             | 200,000                           | 17,234                        | 17,234                      | -                                |
| Charges for Service                             | 1,338,137          | 1,289,849          | 1,350,000                     | 1,350,000                         | 4,029,260                     | 2,679,260                   | 198.46%                          |
| <b>Operating Revenue</b>                        | <b>1,338,137</b>   | <b>1,289,849</b>   | <b>1,350,000</b>              | <b>1,350,000</b>                  | <b>4,029,260</b>              | <b>2,679,260</b>            | <b>198.46%</b>                   |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,338,137</b>   | <b>1,523,435</b>   | <b>1,350,000</b>              | <b>1,550,000</b>                  | <b>4,046,494</b>              | <b>2,696,494</b>            | <b>199.74%</b>                   |
| Personnel Services                              | 741,945            | 771,401            | 838,463                       | 807,449                           | 2,491,173                     | 1,652,710                   | 197.11%                          |
| Materials & Services                            | 604,113            | 575,533            | 607,055                       | 573,538                           | 1,168,618                     | 561,563                     | 92.51%                           |
| Indirect Costs                                  | -                  | -                  | -                             | -                                 | 38,315                        | 38,315                      | -                                |
| Cost Allocation Charges                         | 120,567            | 131,967            | 151,779                       | 151,779                           | 165,389                       | 13,610                      | 8.97%                            |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| <b>Operating Expenditure</b>                    | <b>1,466,625</b>   | <b>1,478,901</b>   | <b>1,597,297</b>              | <b>1,532,766</b>                  | <b>3,863,495</b>              | <b>2,266,198</b>            | <b>141.88%</b>                   |
| Contingency                                     | -                  | -                  | -                             | -                                 | 182,999                       | 182,999                     | -                                |
| <b>Total Exp - Including Special Categories</b> | <b>1,466,625</b>   | <b>1,478,901</b>   | <b>1,597,297</b>              | <b>1,532,766</b>                  | <b>4,046,494</b>              | <b>2,449,197</b>            | <b>153.33%</b>                   |
| General Fund Support (if applicable)            | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Budgeted              | 7.00               | 8.30               | 8.30                          | 8.30                              | 21.10                         | 12.80                       | 154.22%                          |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 7.00               | 8.30               | 8.30                          | 8.30                              |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 |                               |                             |                                  |

**Significant Issues and Changes**

This will be the first year of operations as a Division within the Department of Transportation and Development. This year we will be reevaluating the program to determine the existing operational effectiveness and identify areas of potential improvement.

While developing the FY 2019-2020 shop rates, we made some changes that should help improve the solvency of this program.

- Implemented a shop supply charge of \$5 per work order to cover grease, oil, towels and other shop supplies.
- Reduced the markup on parts from 30% to 20%. In the future consideration will be given to whether there should be a minimum/maximum added to this calculation.
- The shop rate increased from \$106.68/hour to \$115/hour. This was done after performing a market study to compare local car dealerships, whose average rate is \$137/hour. Even with the increase to \$115/hour, we are offering an average savings of \$22/hour from local dealership rates.



## Fleet Services Line of Business

### Motor Pool Program

#### Purpose Statement


The purpose of the Motor Pool Program is to provide periodic short-term County vehicle rental services to County employees so they can have a cost effective alternative to using underutilized permanently assigned or personal vehicles for County business.

#### Performance Narrative Statement

The Motorpool Program adopted an operating budget of \$89,341. These resources will allow us to serve the drivers of County vehicles and provide them with pool vehicles when a vehicle that is permanently assigned to their department may not be available or may not meet their needs. Currently about 80% of the total motor pool vehicles are being used at any given time.

We continually assess the needs of the County to make sure we have safe reliable motorpool vehicles available which includes retiring older, less reliable vehicles and replacing them with newer vehicles.

#### Key Performance Measures

|   |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  | Result % motor pool vehicles requested <sup>1</sup> | 85%                | 71%                | 100%               | 79%                                   | 100%               |

<sup>1</sup> Fleet Services line of business was merged into the Department of Transportation & Development on January 12, 2019; this is a new measure in DTD budget.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### Explanation



Fleet Services Line of Business

Motor Pool Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | 158,211            | 63,257                        | 63,257                            | 49,341                        | (13,916)                    | -22.00%                          |
| Charges for Services                            | -                  | 30,333             | 35,532                        | 30,000                            | 40,000                        | 4,468                       | 12.57%                           |
| Other Financing Sources                         | -                  | -                  | 15,000                        | -                                 | -                             | (15,000)                    | -100.00%                         |
| <b>Operating Revenue</b>                        | -                  | 30,333             | 50,532                        | 30,000                            | 40,000                        | (10,532)                    | -20.84%                          |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | 188,544            | 113,789                       | 93,257                            | 89,341                        | (24,448)                    | -21.49%                          |
| Personnel Services                              | -                  | 66,605             | 70,587                        | 49,837                            | 41,160                        | (29,427)                    | -41.69%                          |
| Materials & Services                            | -                  | 3,963              | 30,255                        | 31,100                            | 32,488                        | 2,233                       | 7.38%                            |
| Indirect Costs                                  | -                  | -                  | -                             | -                                 | 3,462                         | 3,462                       | -                                |
| Cost Allocation Charges                         | -                  | 5,943              | 7,544                         | 7,544                             | 12,231                        | 4,687                       | 62.13%                           |
| Capital Outlay                                  | -                  | -                  | 25,000                        | -                                 | -                             | (25,000)                    | -100.00%                         |
| <b>Operating Expenditure</b>                    | -                  | 76,511             | 133,386                       | 88,481                            | 89,341                        | (44,045)                    | -33.02%                          |
| Contingency                                     | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| <b>Total Exp - Including Special Categories</b> | -                  | 76,511             | 133,386                       | 88,481                            | 89,341                        | (44,045)                    | -33.02%                          |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | 0.75               | 0.75                          | 0.75                              | 0.50                          | (0.25)                      | -33.33%                          |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | 0.75               | 0.75                          | 0.60                              |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 0.15                              |                               |                             |                                  |

**Significant Issues and Changes**

This will be the first year of operations as a Division within the Department of Transportation and Development. This year we will be reevaluating the program to determine the existing operational effectiveness and identify areas of potential improvement.

While housed in Finance, a market study was performed to compare the County motor pool rates to those of the State of Oregon and private rental car companies. We found that Clackamas County rates fell below those of the State and most commercial rental car companies, so we increased the rental rates to match the State of Oregon. After an average increase of 34% to our old rates, which ranged from \$30/hour to \$80/hour; the daily rental rates now range from \$45/hour for a sedan to \$80/hour for a 15 passenger / lift van.

We offer hourly rates for vehicles that are taken for less than 5-hours, and offer daily rates for longer rentals.



## Fleet Services Line of Business

### Permanent Rental Program

#### Purpose Statement


The purpose of the Permanent Rental Program is to provide long-term County vehicle rental services to County employees so they can have a cost effective alternative to using underutilized department owned or personal vehicles for County business.

#### Performance Narrative Statement

The Permanent Rental Program adopted an operating budget of \$347,919. These resources will allow us to serve the departments of Clackamas County to ensure they have the correct vehicles to meet their needs and provide them with vehicles when a vehicle that is permanently assigned to their department may not be available or may not meet their needs.

We continually assess the needs of the County to make sure county employees are provided with safe reliable vehicles, which includes retiring older, less reliable vehicles and replacing them with newer vehicles.

#### Key Performance Measures

|   |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  | Result % vehicles in the fleet assigned to the permanent rental program. <sup>1</sup> | 49%                | 49%                | 60%                | 48%                                   | 50%                |

<sup>1</sup> Fleet Services line of business was merged into the Department of Transportation & Development on January 12, 2019; this is a new measure in DTD budget.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### Explanation



Fleet Services Line of Business

Permanent Rental Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | 154,652                       | 154,652                     | -                                |
| Charges for Service                             | -                  | 468,534            | 475,000                       | 491,704                           | 506,455                       | 31,455                      | 6.62%                            |
| <b>Operating Revenue</b>                        | -                  | <b>468,534</b>     | <b>475,000</b>                | <b>491,704</b>                    | <b>506,455</b>                | <b>31,455</b>               | <b>6.62%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>468,534</b>     | <b>475,000</b>                | <b>491,704</b>                    | <b>661,107</b>                | <b>186,107</b>              | <b>39.18%</b>                    |
| Personnel Services                              | -                  | 66,602             | 70,587                        | 49,837                            | 42,061                        | (28,526)                    | -40.41%                          |
| Materials & Services                            | -                  | -                  | 50,255                        | 35,105                            | 36,613                        | (13,642)                    | -27.15%                          |
| Indirect Costs                                  | -                  | -                  | -                             | -                                 | 3,462                         | 3,462                       | -                                |
| Cost Allocation Charges                         | -                  | 5,943              | 7,545                         | 7,545                             | 15,783                        | 8,238                       | 109.18%                          |
| Capital Outlay                                  | -                  | 134,196            | 200,000                       | 200,000                           | 250,000                       | 50,000                      | 25.00%                           |
| <b>Operating Expenditure</b>                    | -                  | <b>206,741</b>     | <b>328,387</b>                | <b>292,487</b>                    | <b>347,919</b>                | <b>19,532</b>               | <b>5.95%</b>                     |
| Contingency                                     | -                  | -                  | 50,000                        | -                                 | 313,188                       | 263,188                     | 526.38%                          |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>206,741</b>     | <b>378,387</b>                | <b>292,487</b>                    | <b>661,107</b>                | <b>282,720</b>              | <b>74.72%</b>                    |
| General Fund Support (if applicable)            | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | 0.75               | 0.75                          | 0.75                              | 0.50                          | (0.25)                      | -33.33%                          |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | 0.75               | 0.75                          | 0.30                              |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 0.45                              |                               |                             |                                  |

**Significant Issues and Changes**

This will be the first year of operations as a Division within the Department of Transportation and Development. This year we will be reevaluating the program to determine the existing operational effectiveness and identify areas of potential improvement.

Over the next year, DTD will be looking into the existing permanent rental contracts and following up with customers to discuss the plan for vehicle replacements. Some analysis will need to be done on this program to determine what revenue was used to support the initial vehicle purchase for each workgroup and how the replacement will be funded at the end of life for the current vehicles.



## Fleet Services Line of Business

### Fleet Management Program

#### Purpose Statement


The purpose of the Fleet Management program is to provide assessment, procurement, replacement, policy, vehicle rental, and fuel purchasing, billing and reporting services to County employees so they can have access to reliable and cost effective vehicles and 24/7 access to fuel at below-retail prices.

#### Performance Narrative Statement

The Fleet Management Program adopted an operating budget of \$1,857,611. These resources will allow us to serve the drivers of County vehicles by ensuring they are operating a safe, efficient and reliable fleet of vehicles. We will continue to update the fleet by retiring older, underutilized vehicles and replacing them with newer vehicles.

The reduction in budget for the program is largely due to the direct purchase of CCSO's planned vehicles from their own fund in partnership with Fleet Services. While the instability of fuel prices continue to create budget challenges, the level of funding requested should adequately meet the needs of the drivers and allow us the ability to provide services to County employees so they can conduct business in safe, reliable and cost effective vehicles.

#### Key Performance Measures

|  |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | % fuel gallons purchased by customers at a 5 cents per gallon or greater savings compared to retail prices (less taxes). <sup>1</sup> | 100.00%            | 99.96%             | 90%                | Annual Measure - No data avail.       | 100%               |

<sup>1</sup> Fleet Services line of business was merged into the Department of Transportation & Development on January 12, 2019; this is a new measure in DTD budget.

#### Program includes:

- Mandated Services
- Shared Services
- Grant Funding



#### Explanation



Fleet Services Line of Business

Fleet Management Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>362,085</b>     | <b>8,483</b>       | <b>380,758</b>                | <b>180,758</b>                    | <b>138,370</b>                | <b>(242,388)</b>            | <b>-63.66%</b>                   |
| Charges for Services                            | 1,883,699          | 1,614,571          | 2,200,000                     | 1,646,102                         | 1,695,005                     | (504,995)                   | -22.95%                          |
| Miscellaneous Revenue                           | 3,755              | 48,187             | -                             | -                                 | -                             | -                           | 0%                               |
| Other Financing Sources                         | 12,241             | 56,618             | 61,476                        | 25,000                            | 50,000                        | (11,476)                    | -18.67%                          |
| Interfund Transfers                             | 1,000,859          | 1,071,806          | 1,476,979                     | 1,476,979                         | -                             | (1,476,979)                 | -100.00%                         |
| <b>Operating Revenue</b>                        | <b>2,900,554</b>   | <b>2,791,182</b>   | <b>3,738,455</b>              | <b>3,148,081</b>                  | <b>1,745,005</b>              | <b>(1,993,450)</b>          | <b>-53.32%</b>                   |
| <b>Total Rev - Including Beginning Bal</b>      | <b>3,262,639</b>   | <b>2,799,665</b>   | <b>4,119,213</b>              | <b>3,328,839</b>                  | <b>1,883,375</b>              | <b>(2,235,838)</b>          | <b>-54.28%</b>                   |
| Personnel Services                              | 270,905            | 150,671            | 168,101                       | 116,145                           | 213,894                       | 45,793                      | 27.24%                           |
| Materials & Services                            | 1,596,946          | 1,889,697          | 2,588,938                     | 2,173,189                         | 1,591,106                     | (997,832)                   | -38.54%                          |
| Indirect Costs                                  | -                  | -                  | -                             | -                                 | 5,540                         | 5,540                       | -                                |
| Cost Allocation Charges                         | 47,145             | 24,845             | 22,635                        | 22,635                            | 47,071                        | 24,436                      | 107.96%                          |
| Capital Outlay                                  | 818,875            | 708,798            | 878,500                       | 878,500                           | -                             | (878,500)                   | -100.00%                         |
| <b>Operating Expenditure</b>                    | <b>2,733,871</b>   | <b>2,774,011</b>   | <b>3,658,174</b>              | <b>3,190,469</b>                  | <b>1,857,611</b>              | <b>(1,800,563)</b>          | <b>-49.22%</b>                   |
| Contingency                                     | -                  | -                  | 290,758                       | -                                 | 25,764                        | (264,994)                   | -91.14%                          |
| <b>Total Exp - Including Special Categories</b> | <b>2,733,871</b>   | <b>2,774,011</b>   | <b>3,948,932</b>              | <b>3,190,469</b>                  | <b>1,883,375</b>              | <b>(2,065,557)</b>          | <b>-52.31%</b>                   |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>* 10,000</b>               | <b>* 10,000</b>                   | <b>-</b>                      | <b>-</b>                    | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 4.00               | 1.20               | 1.20                          | 1.20                              | 1.90                          | 0.70                        | 58.33%                           |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 4.00               | 1.20               | 1.20                          | 0.80                              |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 0.40                              |                               |                             |                                  |

**Significant Issues and Changes**

This will be the first year of operations as a Division within the Department of Transportation and Development. This year we will be reevaluating the program to determine the existing operational effectiveness and identify areas of potential improvement.

This workgroup charges a fuel markup of 10% to help cover the administrative costs for vehicle specifications, vehicle acquisition, fuel cards and DEQ tracking and administration.

DTD is working with Finance to develop a new method for auctioning used vehicles and equipment. There is an online auction site that many local agencies have had success with, the pricing seems more reasonable and the process is more efficient than our old method of working with local auctioneers. The county will have more control over the speed in which we are able to get vehicles listed for sale. Once this new process has been tested, we will re-evaluate the current process of charging a percentage of the revenue collected and will consider a flat rate for customers when auctioning off vehicles that are no longer needed for operations.

\*The proposed \$10,000 General Fund Surveyor transfer in FY 2018-19 is to cover equipping two new vehicles with lights and other safety equipment; because we are unsure we will be able to complete the vehicle setup before the end of the fiscal year.





**Land Use & Permitting Line of Business**

**Land Use, Development Review & Permitting Program**

**Purpose Statement**

The purpose of the Land Use, Development Review and Permitting program is to provide comprehensive information, plan review, permitting and inspection services to the public, residents, property owners, businesses, the development community and other agencies so they can make informed decisions and advance their projects in a timely manner facilitating economic growth, public health and safety.

**Performance Narrative Statement**

The Land Use, Development Review and Permitting program adopted an operating budget of \$16,678,340. These resources will provide the ability to respond to the 300,000 development inquiries from the development community, of whom more than 90% are happy with the level of service they received. DTD estimates the permitting of 6 million square feet of constructed improvements, with an estimated value of \$400 million during fiscal year 2019-2020.

Permitting activity remains strong, although we foresee the possibility of a downturn in the next fiscal year according to state and national economists. Building Codes, Land Use Planning, Septic & Onsite Wastewater and Engineering Development Review combine to make up this program; staff in this program will issue approximately 20,000 permits and will perform more than 45,000 inspections in the coming year.

The task force assigned to help facilitate development, with members from each group in Development Services, will be working with a contractor to develop packages with self-help videos, applications and checklists for some of the more complex application processes over the next year. This focus comes as we embark on the ePlan initiative, which will help customers be more self-sufficient when applying after hours.

Achieving these targets will meet the development needs of the community, through the orderly development of property, an increase in housing alternatives, and increased jobs from construction and the resulting economic development.

**Key Performance Measures**

|             |  | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|-------------|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Key Measure | % of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal <sup>1,2</sup>         | NEW             | NEW             | 80%             | 69%                             | 80%             |
| Key Measure | \$ value of constructed improvements permitted <sup>1,5</sup>  | \$ 386,841,735  | \$ 424,508,759  | \$ 400,000,000  | \$ 249,649,126                  | \$ 400,000,000  |
| Key Measure | # square feet constructed <sup>1,6</sup>   | 6,748,312       | 6,476,426       | 5,500,000       | 3,203,388                       | 6,000,000       |
| Result      | % of people surveyed who were happy with the level of customer service received <sup>1</sup>   | 89%             | 97%             | 90%             | 95%                             | 90%             |
| Result      | % of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal <sup>4</sup> | 93%             | 34%             | 85%             | 26%                             | 85%             |
| Result      | % of new, single-family dwelling building permits picked up within 60 calendar days of application submittal <sup>2</sup>                    | 46%             | 48%             | 66%             | 32%                             | 66%             |
| Output      | # development related permits issued   | 21,000          | 21,419          | 25,000          | 8,498                           | 20,000          |
| Output      | # development related interactions (inspections/inquiries) provided <sup>1</sup>   | 296,620         | 311,761         | 300,000         | 156,113                         | 300,000         |

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> There was a large increase in building permit submittals due to the TSDC rate change in January 2018; not all of those permits have been picked up by the developers.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

<sup>4</sup> FY17-18 projection was reduced to 80% and FY 2018-19 projection was adjusted to 85%. The Land Use Planning program had a large turnover of staff this year and we are adjusting these figures to provide time for training as we get these files back into the 45 day range.

<sup>5</sup> Includes New Single Family Homes (Building Codes), Commercial & Multi-Family Design Reviews (Land Use Planning) and Site/Development Improvements (Engineering Development Review).

<sup>6</sup> Does not include Tenant Improvements; reduced by any existing square footage replaced (as input in the permitting system).

**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:**

The County administers building codes programs within many cities via intergovernmental agreements. Building codes programs are shared programs as defined by the Association of Oregon Counties. The State of Oregon is responsible for broader policy level administration and creates rules related to program administration, inspector certification and training, state-wide code development processes and other related topics.



Land Use, Development Review & Permitting Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>  | <b>5,829,594</b>   | <b>7,170,480</b>   | <b>8,691,950</b>              | <b>8,691,950</b>                  | <b>9,718,309</b>              | <b>1,026,359</b>            | <b>11.8%</b>                     |
| Licenses & Permits  | 7,155,922          | 8,526,132          | 7,425,500                     | 8,411,157                         | 7,600,142                     | 174,642                     | 2.4%                             |
| State Revenues *  | -                  | 373,727            | 1,618,510                     | 1,257,748                         | 1,815,602                     | 197,092                     | 12.2%                            |
| Local Government & Other Agencies   | 106,051            | 111,470            | 80,000                        | 143,000                           | 130,000                       | 50,000                      | 62.5%                            |
| Charges for Services  | 2,223,945          | 2,249,855          | 1,827,087                     | 2,564,441                         | 1,974,095                     | 147,008                     | 8.0%                             |
| Fines & Penalties   | 23,649             | 38,634             | 40,000                        | 5,100                             | 9,000                         | (31,000)                    | -77.5%                           |
| Miscellaneous Revenue   | 215,057            | 320,725            | 250,998                       | 255,796                           | 245,545                       | (5,453)                     | -2.2%                            |
| Other Financing Sources   | 2,893              | 2,805              | -                             | -                                 | -                             | -                           | 0%                               |
| Interfund Transfers   | 2,775,534          | 3,118,889          | 2,424,514                     | 2,424,514                         | 2,005,746                     | (418,768)                   | -17.3%                           |
| <b>Operating Revenue</b>  | <b>12,503,051</b>  | <b>14,742,237</b>  | <b>13,666,609</b>             | <b>15,061,756</b>                 | <b>13,780,130</b>             | <b>113,521</b>              | <b>0.8%</b>                      |
| <b>Total Rev - Including Beginning Bal</b>  | <b>18,332,645</b>  | <b>21,912,717</b>  | <b>22,358,559</b>             | <b>23,753,706</b>                 | <b>23,498,439</b>             | <b>1,139,880</b>            | <b>5.1%</b>                      |
| <i>* Includes Road Fund support for the Engineering Development Review function.</i>  |                    |                    |                               |                                   |                               |                             |                                  |
| Personnel Services  | 8,460,950          | 8,861,885          | 10,063,443                    | 9,684,881                         | 10,608,731                    | 545,288                     | 5.4%                             |
| Materials & Services  | 1,878,644          | 2,004,021          | 2,225,811                     | 2,460,046                         | 2,583,580                     | 357,769                     | 16.1%                            |
| Indirect Costs  | 459,807            | 607,245            | 524,047                       | 524,047                           | 500,118                       | (23,929)                    | -4.6%                            |
| Cost Allocation Charges   | 767,964            | 906,221            | 908,423                       | 908,423                           | 1,272,711                     | 364,288                     | 40.1%                            |
| Capital Outlay **   | 148,908            | 241,296            | 1,952,000                     | 348,000                           | 1,713,200                     | (238,800)                   | -12.2%                           |
| <b>Operating Expenditure</b>  | <b>11,716,273</b>  | <b>12,620,668</b>  | <b>15,673,724</b>             | <b>13,925,397</b>                 | <b>16,678,340</b>             | <b>1,004,616</b>            | <b>6.4%</b>                      |
| Interfund Transfers **  | -                  | 324,039            | 110,000                       | 110,000                           | -                             | (110,000)                   | -100.0%                          |
| Reserve for Future Expenditures   | -                  | -                  | 5,390,557                     | -                                 | 4,895,000                     | (495,557)                   | -9.2%                            |
| Contingency   | -                  | -                  | 1,184,278                     | -                                 | 1,925,099                     | 740,821                     | 62.6%                            |
| <b>Total Exp - Including Special Categories</b>   | <b>11,716,273</b>  | <b>12,944,707</b>  | <b>22,358,559</b>             | <b>14,035,397</b>                 | <b>23,498,439</b>             | <b>1,139,880</b>            | <b>5.1%</b>                      |
| <b>General Fund Support (if applicable) ***</b>   | <b>2,775,534</b>   | <b>2,823,889</b>   | <b>2,324,514</b>              | <b>2,324,514</b>                  | <b>2,005,746</b>              | <b>(318,768)</b>            | <b>-13.7%</b>                    |
| <i>*** Reduction in FY 19-20 includes a reallocation between the land use and long range planning. The actual General Fund support reduction was a 5% reduction from the maintenance level calcs.</i> |                    |                    |                               |                                   |                               |                             |                                  |
| Road Fund - Fund 215  | 575,107            | 373,727            | 1,257,748                     | 1,257,748                         | 1,815,602                     | 557,854                     | 44%                              |
| Full Time Equiv Pos (FTE) Budgeted ***  | 77.00              | 77.00              | 76.00                         | 76.00                             | 76.65                         | 0.65                        | 1%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End  | 68.00              | 72.00              | 76.00                         | 72.00                             |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End  | 9.00               | 5.00               |                               | 4.00                              |                               |                             |                                  |

\*\*\* 1.0 Service District Specialist budgeted in this program provides support for Clackamas County Street Lighting Service District (CCSD1).

**Significant Issues and Changes**

- Building Codes has reduced revenue projections by 10% to account for the potential downturn of the economy. The building division permit center will be remodeled this spring to better accommodate the permit team in their work with the public. The building division has worked with the application developer CityGov to design and implement new applications to provide better permit information and access for field inspectors as well as an inspection scheduling application (IOS and Android) for customers.
- Land Use Planning began a project to update, reformat and modernize the program's 50-plus supplemental land use application forms will result in improved communication with our customers regarding our permitting requirements.
- The Septic program staff is fully trained and staff possess the necessary certifications; with this the group hopes to exceed the target of 50% of Site Evaluations completed within 60 days from receipt of a completed application submittal. In addition, the increase in fully trained staff allows for review of Land Use applications in a more timely fashion, providing feedback on any necessary wastewater requirements to applicants earlier in the review process. Septic staff continue to complete reviews on over 85% of Construction/Alteration/Repair permits within 20 days from the receipt of a completed application submittal.

\*\* This budget continues resources for the implementation of an electronic plans review system which will allow for a more integrated development review process and will require a significant investment in technology and training. The system will improve the customer experience, recognize efficiencies in the process, provide a mechanism for customers to track the status of their permits during review and provide a vehicle for partner agency representatives to log on from remote locations to sign-off on permits.



## Land Use & Permitting Line of Business

### Long-Range Planning Program

#### Purpose Statement

The purpose of the Long-Range Planning program is to provide land use and transportation plan development, analysis, coordination and public engagement services to residents; businesses; local, regional and state partners, and County decision-makers so they can plan and invest based on a coordinated set of goals and policies that guide future development.

#### Performance Narrative Statement

The Long-Range Planning Program adopted an operating budget of \$2,122,924, an increase of our current funding level. These resources provide our customers (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 14 long range planning projects, including:








#### Land Use Projects:

- Zoning & Development Ordinance (ZDO) Audit; the final phase is focusing on special districts and development standards.
- Park Avenue Station Development Design Standards.
- Draft and adopt regulations for short-term rentals
- Annual ZDO Maintenance Package: updates to implement required changes adopted at the state and regional levels and respond to time-sensitive or minor issues identified by staff
- Develop multi-year work plan to address Board of County Commissioner priorities, such as housing, economic development or natural resources.

#### Transportation Projects:

- Pursue a Statewide Goal Exception for the Arndt Road Extension.
- Determine the Feasibility of a Pedestrian and Bikeway Bridge Between Oak Grove and Lake Oswego
- Stafford Area Preliminary Infrastructure Feasibility Analysis (SAPIFA).
- Participate in the Barton Park Complex Master Plan.
- Develop a Transit Development Plan.

#### Key Performance Measures

|   |   | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|---|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
|  Key Measure | % of projects in the annual Long-Range Planning Work Program completed annually <sup>1,3</sup>  | 80%             | 40%             | 80%             | Annual Measure - No data avail. | 80%             |
|  Output     | \$ outside funding secured <sup>1,5</sup>   | \$225,500       | \$476,033       | \$500,000       | Annual Measure - No data avail. | \$300,000       |
|  Output    | \$ county funding required to match grant funding <sup>1,5</sup>  | \$23,159        | \$24,000        | \$51,350        | Annual Measure - No data avail. | \$30,810        |
|  Demand    | # projects on the annual Long-Range Planning Work Program <sup>1,4</sup>  | 11              | 10              | 14              | Annual Measure - No data avail. | 12              |
|  Result    | % of planning projects underway that are related to land use issues such as employment land, Urban Growth Boundary (UGB), and urban and rural reserves <sup>2</sup> | 12%             | 17%             | Discontinue     | Discontinue                     | Discontinue     |
|  Result    | % of planning projects initiated in the last 5 years that have resulted in updates to plans and/or initiation of capital project investments <sup>2</sup>           | 70%             | 78%             | Discontinue     | Discontinue                     | Discontinue     |
|  Output    | # local, state and regional planning group meetings (such as MTAC, JPACT, OTC, C4) at which Clackamas County is represented <sup>2</sup>                            | 164             | 81              | Discontinue     | Discontinue                     | Discontinue     |

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

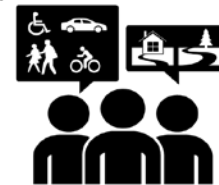
<sup>3</sup> FY17-18 performance is influenced by retirements and employment changes in the transportation planning team. Two multi-year projects are not expected to be completed until next year. The long-range planning work program has not yet been approved by the commissioners. Beginning FY 2019-20 multi-year projects will be broken down to better represent the work required to complete the project. The number of projects on the annual plan and the number of projects completed will likely increase as a result.

<sup>4</sup> FY16-17, only land use planning projects were included; beginning FY17-18 transportation projects were added.

<sup>5</sup> Metro Active Transportation Project Dev. Fund does not require a match; funding for the Willamette River Bike/Pedestrian Bridge.

#### Program includes:

|                   |                                  |
|-------------------|----------------------------------|
| Mandated Services | <input type="text" value="Yes"/> |
| Shared Services   | <input type="text" value="No"/>  |
| Grant Funding     | <input type="text" value="Yes"/> |



#### 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).

##### Grant Funding:

- Long Range Planning Program grant funding includes several projects that are supported through grant funding. The Stafford Area Preliminary Infrastructure Feasibility Assessment (SAPIFA) and the Park Ave Development and Design Standards have been awarded Metro 2040 Grant funds and require a 10.27 percent match, which is being funded through General Funds. This requirement will be met using staff work as an in-kind match.
- The Oak Grove to Lake Oswego Pedestrian and Bikeway Bridge Feasibility Project was awarded Active Transportation Project Development funds and does not require matching funds.
- The Transit Development Plan was awarded ODOT Transportation Growth Management funds and will require a 10.27% match, which is being provided through State Transportation Improvement Funds received by Social Services.



Budget Summary

|  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>   | <b>44,092</b>      | <b>66,012</b>      | <b>460,740</b>                | <b>460,740</b>                    | <b>417,354</b>                | <b>(43,386)</b>             | <b>-9.4%</b>                     |
| Prior Year Revenue   | -                  | -                  | -                             | 9,755                             | -                             | -                           | 0%                               |
| Federal Revenues   | 3,206              | 49,729             | 52,000                        | 63,000                            | 5,000                         | (47,000)                    | -90.4%                           |
| State Revenues *   | -                  | 655,910            | 790,613                       | 666,308                           | 857,088                       | 66,475                      | 8.4%                             |
| Local Government & Other Agencies  | 10,000             | -                  | 297,500                       | 150,000                           | 386,000                       | 88,500                      | 29.7%                            |
| Charges for Services   | 12,345             | 15,445             | 45,000                        | 31,300                            | 24,000                        | (21,000)                    | -46.7%                           |
| Interfund Transfers  | 295,144            | 504,039            | 550,000                       | 550,000                           | 799,255                       | 249,255                     | 45.3%                            |
| <b>Operating Revenue</b>   | <b>320,695</b>     | <b>1,225,123</b>   | <b>1,735,113</b>              | <b>1,470,363</b>                  | <b>2,071,343</b>              | <b>336,230</b>              | <b>19.4%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>   | <b>364,787</b>     | <b>1,291,135</b>   | <b>2,195,853</b>              | <b>1,931,103</b>                  | <b>2,488,697</b>              | <b>292,844</b>              | <b>13.3%</b>                     |
| <i>* Includes Road Fund support for the Long Range Transportation Planning function.</i>   |                    |                    |                               |                                   |                               |                             |                                  |
| Personnel Services   | 801,090            | 744,793            | 1,005,011                     | 1,015,311                         | 1,072,063                     | 67,052                      | 6.7%                             |
| Materials & Services   | 107,407            | 215,249            | 688,746                       | 401,059                           | 882,606                       | 193,860                     | 28.1%                            |
| Indirect Costs   | 32,121             | 35,641             | 30,175                        | 30,175                            | 35,613                        | 5,438                       | 18.0%                            |
| Cost Allocation Charges  | 38,537             | 110,773            | 67,204                        | 67,204                            | 92,642                        | 25,438                      | 37.9%                            |
| Capital Outlay   | -                  | -                  | 110,000                       | -                                 | 40,000                        | (70,000)                    | -63.6%                           |
| <b>Operating Expenditure</b>   | <b>979,155</b>     | <b>1,106,456</b>   | <b>1,901,136</b>              | <b>1,513,749</b>                  | <b>2,122,924</b>              | <b>221,788</b>              | <b>11.7%</b>                     |
| Reserve for Future Expenditures  | -                  | -                  | 11,571                        | -                                 | 15,000                        | 3,429                       | 30%                              |
| Contingency  | -                  | -                  | 283,146                       | -                                 | 350,773                       | 67,627                      | 23.9%                            |
| <b>Total Exp - Including Special Categories</b>  | <b>979,155</b>     | <b>1,106,456</b>   | <b>2,195,853</b>              | <b>1,513,749</b>                  | <b>2,488,697</b>              | <b>292,844</b>              | <b>13.3%</b>                     |
| <b>General Fund Support (if applicable) **</b>   | <b>295,144</b>     | <b>550,000</b>     | <b>500,000</b>                | <b>500,000</b>                    | <b>749,255</b>                | <b>249,255</b>              | <b>49.9%</b>                     |
| <i>** FY 15-16 included the Paving offset PLP; this was moved to Engineering Development Review in FY 16-17. Increases in FY 17-18 and FY 19-20 reflect a reallocation between the land use and long range planning.</i> |                    |                    |                               |                                   |                               |                             |                                  |
| Road Fund - Fund 215 *   | 659,380            | 655,910            | 666,308                       | 666,308                           | 857,088                       | 190,780                     | 29%                              |
| Full Time Equiv Pos (FTE) Budgeted   | 5.70               | 5.70               | 7.15                          | 7.15                              | 7.15                          | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End   | 4.70               | 5.70               | 7.15                          | 6.15                              |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End   | 1.00               | -                  | -                             | 1.00                              |                               |                             |                                  |

**Significant Issues and Changes**

This budget represents a shift in the Long-Range Planning work program from a one-year to a two-year plan to more effectively deploy limited staff resources. The plan is to reallocate 0.4 FTE at a management level to the land-use component of this program in order to respond to community demand and Board of County Commissioners interest in a more robust land use planning focus.

- Structuring the long-range planning work program around a needed update of the Comprehensive Plan in order to capitalize on synergies between multiple projects related to the same broad topics. The project list is still being developed for upcoming fiscal year, with anticipated acknowledgement by the BCC by May 2019.
- To support the coordination function of the Long Range Planning program, a new Regional Coordination position is included within the budget. This new staff position will focus on regional issues, coordinating with other jurisdictional partners, strengthen the ability to engage on issues such as I-205 construction, identifying funding for Sunrise Phase 2 and communication with the Board of County Commissioners.
- The county continues to work with its partners and the state to gather support for providing increased access to I-5 from Canby. A project to complete the required State land use goal exception is expected to be underway in the fourth quarter of FY 2018-2019 and continue into FY 2019-2020; Countywide Transportation System Development Charge funding will help support the Arndt Road planning project.



# Land Use & Permitting Line of Business

## Public Land Corner Program

### Purpose Statement

The purpose of the Public Land Corner program is to provide corner location, restoration and preservation services to landowners, utilities, other agencies, and the development community so they can be assured all ownership and interest is based on an accurate, countywide monument system.






### Performance Narrative Statement

The Public Land Corner (PLC) Program adopted an operating budget of \$737,048. The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property.

We have seen an increase in requests for Public Land Corners to be restored or reviewed, demand for these services has tripled since last budget year. As the County continues growing, the amount of time spent preserving corners has increased. These 4 FTE now spend at least 1/4 of their time preserving corners as utility companies, contractors, other public works agencies and the general public complete projects around the county that interact with our land corners.

The most significant expenditures are for personnel services because the work is labor intensive and requires significant staff time in research, field operations, re-monumentation and the preparation of reports.

### Key Performance Measures

|   |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result      | % of corners set within seven (7) business days of County Surveyor approval <sup>1</sup>  | NEW                | 100%               | 90%                | 100%                                  | 90%                |
|  Key Measure | # of the total 2,500 corners, identified as part of the annual work program, were restored <sup>2,3</sup>                                       | 36                 | 42                 | 60                 | Annual Measure - No data avail.       | 60                 |
|  Output     | # site inspection hours (protecting corners / preservation) <sup>1</sup>  | NEW                | NEW                | 200                | 63                                    | 150                |
|  Result    | % of Public Land Corners assigned to staff that are completed with maps and have County Surveyor approval within 120 calendar days <sup>3</sup> | 51%                | 33%                | Discontinue        | Discontinue                           | Discontinue        |
|  Output    | # of Public Land Corner assigned to staff <sup>3</sup>  | 79                 | 45                 | Discontinue        | Discontinue                           | Discontinue        |

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> This measure was reworded as part of the Periodic Review, but still tracks the same performance.

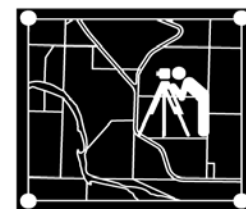
<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### Explanation

##### Mandated Services:

Per Oregon Revised Statute 209.130, the county governing body may establish by ordinance a fund to be known as the Public Land Corner Preservation Fund. Moneys in the Public Land Corner Preservation Fund shall be used only to pay expenses incurred and authorized by the county surveyor in the establishment, reestablishment and maintenance of corners of government surveys.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>759,959</b>     | <b>982,844</b>     | <b>1,037,238</b>              | <b>1,037,238</b>                  | <b>958,944</b>                | <b>(78,294)</b>             | <b>-7.5%</b>                     |
| Charges for Services                            | 787,768            | 670,615            | 712,000                       | 605,000                           | 602,000                       | (110,000)                   | -15.4%                           |
| Miscellaneous Revenue                           | 15,459             | 20,980             | 14,000                        | 10,500                            | 12,750                        | (1,250)                     | -8.9%                            |
| <b>Operating Revenue</b>                        | <b>803,227</b>     | <b>691,595</b>     | <b>726,000</b>                | <b>615,500</b>                    | <b>614,750</b>                | <b>(111,250)</b>            | <b>-15.3%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,563,186</b>   | <b>1,674,439</b>   | <b>1,763,238</b>              | <b>1,652,738</b>                  | <b>1,573,694</b>              | <b>(189,544)</b>            | <b>(0)</b>                       |
| Personnel Services                              | 398,085            | 478,415            | 527,468                       | 527,468                           | 551,963                       | 24,495                      | 4.6%                             |
| Materials & Services                            | 77,815             | 73,658             | 95,437                        | 77,256                            | 89,872                        | (5,565)                     | -5.8%                            |
| Indirect Costs (Internal Dept Chgs)             | 21,857             | 18,165             | 27,291                        | 27,291                            | 18,465                        | (8,826)                     | -32.3%                           |
| Cost Allocation Charges                         | 49,208             | 66,962             | 61,779                        | 61,779                            | 76,748                        | 14,969                      | 24.2%                            |
| Capital Outlay **                               | 33,378             | -                  | 25,000                        | -                                 | -                             | (25,000)                    | 0.0%                             |
| <b>Operating Expenditure</b>                    | <b>580,343</b>     | <b>637,200</b>     | <b>736,975</b>                | <b>693,794</b>                    | <b>737,048</b>                | <b>73</b>                   | <b>0.0%</b>                      |
| Reserve for Future Expenditures                 | -                  | -                  | 735,395                       | -                                 | 669,924                       | (65,471)                    | -8.9%                            |
| Contingency                                     | -                  | -                  | 290,868                       | -                                 | 166,722                       | (124,146)                   | -42.7%                           |
| <b>Total Exp - Including Special Categories</b> | <b>580,343</b>     | <b>637,200</b>     | <b>1,763,238</b>              | <b>693,794</b>                    | <b>1,573,694</b>              | <b>-189,544</b>             | <b>-10.7%</b>                    |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                    | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 4.50               | 4.00               | 4.00                          | 4.00                              | 4.00                          | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 4.50               | 4.00               | 4.00                          | 4.00                              |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 |                               |                             |                                  |

**Significant Issues and Changes**

To improve efficiencies in the field and in the office, we have implemented new technology including electronic instruments and Global Positioning System (GPS) equipment. Our efforts to contain cost; including reliance upon the reserve and steady revenue collections will help maintain the fund balance of this program for future years; however, the current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time.

The Public Land Corner program hired an intern to keep up with demand last summer - this demand continues as the growth continues to move out in the rural communities where program staff have not maintained or restored corners for over 40 years.

11 Counties, including Clackamas County filed a lawsuit for \$50 million against MERS (Mortgage Electronic Registration System); however, this lawsuit was dismissed. The premise of the lawsuit is that agencies did not receive the filing fee when lots were recorded through MERS. Unfortunately, the county will not see any of the lost revenues due this loophole.

\*\* Capital Outlay in FY 2016-17 and FY 2018-19 reflects the replacement of old outdated survey equipment with modern GPS based survey equipment to improve efficiencies in this program.



# Land Use & Permitting Line of Business

## County Surveyor Program

### Purpose Statement

The purpose of the Office of the County Surveyor program is to provide surveying resources, plat review and approval services to the public, developers, professional land surveyors, consultants and other agencies so they can complete survey projects for filing or recording to facilitate the pace of economic growth, while protecting current and future property rights.






### Performance Narrative Statement

The County Surveyor provides services within incorporated cities and for unincorporated areas within Clackamas County. The County Surveyor adopted an operating budget at the maintenance level of \$1,244,775.

As indicated by the increase in customer inquiries, clients continue to ask for more help in getting their plats and partitions filed in a timely matter, especially in cities where infill is occurring. Private property owners especially need this specialized service, and this requires more public service at our front counter and takes time away from reviews.

Staff within this program support economic development through the review and approval of subdivisions and plats adding approximately 1,068 lots and tracts to the county tax rolls over the next fiscal year. With projected changes to the economy, we may begin to see a slight decrease in subdivision and partition plats; however, we expect our plat submittals to maintain at the same level as the current year.

### Key Performance Measures

|   |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result      | % of first review comments issued to plat surveyor within 45 calendar days of submittal <sup>1,4</sup> | 98%                | 100%               | 95%                | 100%                                  | 90%                |
|  Key Measure | # lots or parcels created through recording of subdivision or partition plat <sup>1</sup>              | 954                | 1,375              | 1,500              | 537                                   | 1,068              |
|  Output     | # subdivision and partition plats approved <sup>1</sup>  | 138                | 155                | 150                | 71                                    | 156                |
|  Output    | # customer inquiries <sup>1,2</sup>  | 2,404              | 2,753              | 6,000              | 1,511                                 | 2,750              |
|  Demand    | # Record of survey reviews/filings <sup>3</sup>  | 409                | 435                | Discontinue        | Discontinue                           | Discontinue        |

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

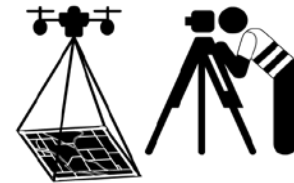
<sup>2</sup> During the periodic review in FY 2018, the plan was to track emails as part of the customer inquiries; however, this information was not reported. The performance includes contact made in-person or by phone.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

<sup>4</sup> This measure was reworded as part of the Periodic Review, but still tracks the same performance.

#### 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:

As required by Oregon Revised Statutes (ORS), the County Surveyor's office maintains a permanent library estimated at over 400,000 maps, road records, plats, surveys, etc. dating back to the 1860's. We review and approve all surveys performed in the county as mandated by ORS 209; review and approve all partition and subdivision plats in the county as mandated by ORS 92; review and approve all condominium plats in as mandated by ORS 100.





Budget Summary

|  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| Licenses & Permits   | 188,014            | 177,699            | 175,000                       | 201,600                           | 185,500                       | 10,500                      | 6.0%                             |
| Charges for Services   | 576,574            | 504,210            | 503,863                       | 418,500                           | 450,200                       | (53,663)                    | -10.7%                           |
| Miscellaneous Revenue  | 6,289              | 9,591              | 7,000                         | 8,200                             | 8,300                         | 1,300                       | 18.6%                            |
| Interfund Transfers  | -                  | 26                 | -                             | 2                                 | -                             | -                           | 0%                               |
| <b>Operating Revenue</b>   | <b>770,877</b>     | <b>691,526</b>     | <b>685,863</b>                | <b>628,302</b>                    | <b>644,000</b>                | <b>(41,863)</b>             | <b>-6.1%</b>                     |
| <b>Total Rev - Including Beginning Bal *</b>   | <b>770,877</b>     | <b>691,526</b>     | <b>685,863</b>                | <b>628,302</b>                    | <b>644,000</b>                | <b>(41,863)</b>             | <b>-6.1%</b>                     |
| <i>* County Surveyor program includes General Fund support.</i>  |                    |                    |                               |                                   |                               |                             |                                  |
| Personnel Services   | 791,063            | 912,914            | 1,026,711                     | 967,177                           | 970,106                       | (56,605)                    | -5.5%                            |
| Materials & Services   | 158,478            | 110,699            | 111,268                       | 108,403                           | 100,725                       | (10,543)                    | -9.5%                            |
| Indirect Costs   | 38,966             | 41,258             | 45,307                        | 45,307                            | 43,725                        | (1,582)                     | -3.5%                            |
| Cost Allocation Charges  | 117,747            | 138,375            | 110,519                       | 110,519                           | 130,219                       | 19,700                      | 17.8%                            |
| Capital Outlay **  | 29,505             | -                  | 62,706                        | 67,500                            | -                             | (62,706)                    | -100.0%                          |
| <b>Operating Expenditure</b>   | <b>1,135,759</b>   | <b>1,203,246</b>   | <b>1,356,511</b>              | <b>1,298,906</b>                  | <b>1,244,775</b>              | <b>(111,736)</b>            | <b>-8.2%</b>                     |
| Interfund Transfers ***  | -                  | 75,000             | 10,000                        | 10,000                            | -                             | (10,000)                    | -100.0%                          |
| <b>Total Exp - Including Special Categories</b>  | <b>1,135,759</b>   | <b>1,278,246</b>   | <b>1,366,511</b>              | <b>1,308,906</b>                  | <b>1,244,775</b>              | <b>(121,736)</b>            | <b>-8.9%</b>                     |
| <b>General Fund Support (if applicable) ****</b>   | <b>364,882</b>     | <b>586,721</b>     | <b>680,648</b>                | <b>680,648</b>                    | <b>600,775</b>                | <b>(79,873)</b>             | <b>-11.7%</b>                    |
| <i>**** Increased General Fund support in FY 18-19 included a one-time carryover of general fund to facilitate the purchase of two new vehicles. The reduction in FY 19-20 reflects a General Fund support reduction of 2.5% reduction from the maintenance level calcs.</i> |                    |                    |                               |                                   |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Budgeted   | 7.50               | 8.50               | 9.00                          | 9.00                              | 8.00                          | (1.00)                      | -11%                             |
| Full Time Equiv Pos (FTE) Filled at Yr End   | 6.50               | 7.50               | 9.00                          | 7.00                              |                               |                             |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End   | 1.00               | 1.00               | -                             | 2.00                              |                               |                             |                                  |

**Significant Issues and Changes**

The County Surveyor program budget for FY 2019-20 reflects a 5% decrease in the general fund maintenance level budget; in order to help offset this reduction, we are decreasing the FTE by 1.0 position through attrition. The reduction in general fund support from FY 2018-19 to FY 2019-20 also reflects a reset after this program was allowed to carry \$62,706 forward from a prior year in order to complete the purchase of two new vehicles to support program staff.

We added the resources to the FY 2018-19 to try to hire a temporary employee who will assist with scanning, if a qualified candidate becomes available. Performing this work will allow the public to view records online and provide an opportunity for professionals to complete their research needs without making a trip to the office.

\*\* Capital Outlay in FY 2016-17 reflects the purchase of a new Theodolite, a surveying instrument with a rotating telescope for measuring horizontal and vertical angles. The FY 2018-19 reflects two vehicle replacements.

\*\*\* The proposed \$75,000 transfer in FY 2017-18 reflects a pre-payment toward the department wide electronic plan review initiative that kicked off in FY 2018-19. The proposed \$10,000 transfer in FY 2018-19 is to cover equipping two new vehicles with lights and other safety equipment; because we are unsure we will be able to complete the vehicle setup before the end of the fiscal year.





## **Business & Community Services**

**Laura Zentner, Director**

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

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



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**CLACKAMAS**  
C O U N T Y



# Business and Community Services

## Department Mission

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

| <b>Business and Community Services</b><br>Laura Zentner - Director<br>Greg Williams - Deputy Director<br>FTE 43.50<br>Total Adopted \$32,628,200<br>General Fund Support \$2,808,157 |  |   |  |   |   |
|--|--|---|--|---|---|
| <b>BCS Administration</b><br><br>Laura Zentner<br>Director<br><br>Greg Williams<br>Deputy Director<br><br>Total Adopted<br>\$1,634,098<br><br>Gen Fund \$ -                          | <b>Fair &amp; Event Center</b><br><br>Laura Zentner<br>Director<br><br>Greg Williams<br>Deputy Director<br><br>Total Adopted<br>\$2,250,500<br><br>Gen Fund \$ - | <b>Economic Development</b><br><br>Laura Zentner<br>Director<br><br>Greg Williams<br>Deputy Director<br><br>Total Adopted<br>\$4,493,843<br><br>Gen Fund \$ - | <b>Library</b><br><br>Laura Zentner<br>Director<br><br>Greg Williams<br>Deputy Director<br><br>Total Adopted<br>\$9,891,583<br><br>Gen Fund \$ 2,597,275 | <b>Parks, Golf &amp; Recreation</b><br><br>Laura Zentner<br>Director<br><br>Greg Williams<br>Deputy Director<br><br>Total Adopted<br>\$6,858,316<br><br>Gen Fund \$ 210,882 | <b>Assets</b><br><br>Laura Zentner<br>Director<br><br>Greg Williams<br>Deputy Director<br><br>Total Adopted<br>\$7,499,860<br><br>Gen Fund \$ - |
| <b>Office of the Director</b><br><br>Laura Zentner<br>Director<br><br>FTE 1.65<br>Total Adopted<br>\$748,351<br><br>Gen Fund \$ -  | <b>County Fair &amp; Rodeo</b><br><br>Laurie Bothwell<br>Executive Director<br><br>FTE 0.00<br>Total Adopted<br>\$1,461,615<br><br>Gen Fund \$ -                 | <b>Economic Development</b><br>Catherine Grubowski-Johnson<br>Manager<br><br>FTE 4.50<br>Total Adopted<br>\$1,687,614<br><br>Gen Fund \$ -                    | <b>Library Systems</b><br><br>Kathryn Kohl<br>Manager<br><br>FTE 5.50<br>Total Adopted<br>\$4,242,159<br><br>Gen Fund \$ 1,376,503                       | <b>Stone Creek Golf Club</b><br><br>Gordon Tolbert<br>Manager<br><br>FTE 0.00<br>Total Adopted<br>\$3,607,059<br><br>Gen Fund \$ -  | <b>Forest &amp; Timber Management</b><br><br>Rick Gruen<br>Manager<br><br>FTE 3.26<br>Total Adopted<br>\$4,260,901<br><br>Gen Fund \$ -         |
| <b>Budgeting, Financial Mgmt. &amp; Planning</b><br><br>Greg Williams<br>Deputy Director<br><br>FTE 2.35<br>Total Adopted<br>\$885,747<br><br>Gen Fund \$ -                          | <b>County Event Center</b><br><br>Laurie Bothwell<br>Executive Director<br><br>FTE 0.00<br>Total Adopted<br>\$788,885<br><br>Gen Fund \$ -                       | <b>Economic Opportunity</b><br><br>Laura Zentner<br>Director<br><br>FTE 0.00<br>Total Adopted<br>\$1,898,480<br><br>Gen Fund \$ -                             | <b>Shared Library Services</b><br><br>Kathryn Kohl<br>Manager<br><br>FTE 6.50<br>Total Adopted<br>\$2,647,796<br><br>Gen Fund \$ 1,220,772               | <b>County Parks</b><br><br>Rick Gruen<br>Manager<br><br>FTE 5.64<br>Total Adopted<br>\$3,251,257<br><br>Gen Fund \$ 210,882   | <b>Property Disposition</b><br><br>Rick Gruen<br>Manager<br><br>FTE 1.40<br>Total Adopted<br>\$2,761,998<br><br>Gen Fund \$ -                   |
|  |  | <b>Ag. &amp; Forest Econ. Development</b><br>Rick Gruen<br>Manager<br><br>FTE 1.20<br>Total Adopted<br>\$507,749<br><br>Gen Fund \$ -                         | <b>Oak Lodge Library</b><br>Mitzi Olson<br>Manager<br><br>FTE 5.25<br>Total Adopted<br>\$2,023,079<br><br>Gen Fund \$ -                                  |   | <b>Tax Title Land</b><br><br>Rick Gruen<br>Manager<br><br>FTE 0.00<br>Total Adopted<br>\$476,961<br><br>Gen Fund \$ -                           |
|  |  | <b>Land Bank Authority</b><br>Vacant<br>Ec. Dev. Coordinator<br><br>FTE 1.50<br>Total Adopted<br>\$400,000<br><br>Gen Fund \$ -                               | <b>Gladstone Library</b><br>Mitzi Olson<br>Manager<br><br>FTE 4.75<br>Total Adopted<br>\$978,549<br><br>Gen Fund \$ -                                    |   |   |



**Business and Community Services**

**Department Budget Summary by Fund**

| Line of Business                       | FY 19-20     | FY 19-20             | FY 19-20                | FY 19-20              | FY 19-20              | FY 19-20                    | FY 19-20             | FY 19-20                         | FY 19-20             | FY 19-20  | FY 19-20 |
|--|--------------|----------------------|-------------------------|-----------------------|-----------------------|-----------------------------|----------------------|----------------------------------|----------------------|---|----------|
| Program                                | FTE          | County Fair Fund 201 | Econ. Develop. Fund 208 | Library Fund Fund 212 | County Parks Fund 213 | Property Resources Fund 218 | Forest Mgmt Fund 257 | Stone Creek Golf Course Fund 601 | Total Adopted Budget | General Fund Support Included in Adopted Budget |          |
| <b>BCS Administration</b>              |              |                      |                         |                       |                       |                             |                      |                                  |                      |   |          |
| Office of the Director                 | 1.65         | -                    | 748,351                 | -                     | -                     | -                           | -                    | -                                | 748,351              | -   |          |
| Budgeting, Financial Mgmt. & Planning  | 2.35         | -                    | 885,747                 | -                     | -                     | -                           | -                    | -                                | 885,747              | -   |          |
| <b>Fair &amp; Event Center</b>         |              |                      |                         |                       |                       |                             |                      |                                  |                      |   |          |
| County Fair & Rodeo                    | -            | 1,461,615            | -                       | -                     | -                     | -                           | -                    | -                                | 1,461,615            | -   |          |
| County Event Center                    | -            | 788,885              | -                       | -                     | -                     | -                           | -                    | -                                | 788,885              | -   |          |
| <b>Economic Development</b>            |              |                      |                         |                       |                       |                             |                      |                                  |                      |   |          |
| Economic Development                   | 4.50         | -                    | 1,687,614               | -                     | -                     | -                           | -                    | -                                | 1,687,614            | -   |          |
| Economic Opportunity                   | -            | -                    | 1,898,480               | -                     | -                     | -                           | -                    | -                                | 1,898,480            | -   |          |
| Agriculture & Forest Econ. Development | 1.20         | -                    | 507,749                 | -                     | -                     | -                           | -                    | -                                | 507,749              | -   |          |
| Land Bank Authority                    | 1.50         | -                    | 400,000                 | -                     | -                     | -                           | -                    | -                                | 400,000              | -   |          |
| <b>Library</b>                         |              |                      |                         |                       |                       |                             |                      |                                  |                      |   |          |
| Library Systems                        | 5.50         | -                    | -                       | 4,242,159             | -                     | -                           | -                    | -                                | 4,242,159            | 1,376,503                                       |          |
| Shared Library Services                | 6.50         | -                    | -                       | 2,647,796             | -                     | -                           | -                    | -                                | 2,647,796            | 1,220,772                                       |          |
| Oak Lodge Library                      | 5.25         | -                    | -                       | 2,023,079             | -                     | -                           | -                    | -                                | 2,023,079            | -   |          |
| Gladstone Library                      | 4.75         | -                    | -                       | 978,549               | -                     | -                           | -                    | -                                | 978,549              | -   |          |
| <b>Parks, Golf &amp; Recreation</b>    |              |                      |                         |                       |                       |                             |                      |                                  |                      |   |          |
| Stone Creek Golf Club                  | -            | -                    | -                       | -                     | -                     | -                           | -                    | 3,607,059                        | 3,607,059            | -   |          |
| County Parks                           | 5.64         | -                    | -                       | -                     | 3,251,257             | -                           | -                    | -                                | 3,251,257            | 210,882   |          |
| <b>Assets</b>                          |              |                      |                         |                       |                       |                             |                      |                                  |                      |   |          |
| Forest & Timber Management             | 3.26         | -                    | -                       | -                     | -                     | -                           | 4,260,901            | -                                | 4,260,901            | -   |          |
| Property Disposition                   | 1.40         | -                    | -                       | -                     | -                     | 2,761,998                   | -                    | -                                | 2,761,998            | -   |          |
| Tax Title Land                         | -            | -                    | -                       | -                     | -                     | 476,961                     | -                    | -                                | 476,961              | -   |          |
| <b>FY 19-20 Budget</b>                 | <b>43.50</b> | <b>2,250,500</b>     | <b>6,127,941</b>        | <b>9,891,583</b>      | <b>3,251,257</b>      | <b>3,238,959</b>            | <b>4,260,901</b>     | <b>3,607,059</b>                 | <b>32,628,200</b>    | <b>2,808,157</b>                                |          |
| <b>FY 18-19 Budget</b>                 |              | 2,395,508            | 5,209,134               | 8,700,166             | 4,062,162             | 4,638,094                   | 4,724,568            | 3,716,335                        | 33,445,967           | 2,628,933                                       |          |
| <b>\$ Increase (Decrease)</b>          |              | (145,008)            | 918,807                 | 1,191,417             | (810,905)             | (1,399,135)                 | (463,667)            | (109,276)                        | (817,767)            | 179,224   |          |
| <b>% Increase (Decrease)</b>           |              | -6.05%               | 17.64%                  | 13.69%                | -19.96%               | -30.17%                     | -9.81%               | -2.94%                           | -2.45%               | 6.82%   |          |
| <b>FY 18-19 FTE</b>                    | 38.00        |                      |                         |                       |                       |                             |                      |                                  |                      |   |          |



**BCS Administration**  
**Office of the Director**

**Purpose Statement**

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

**Performance Narrative Statement**

The Office of the Director Program adopted a budget of \$748,351, a continuation of the current funding level. These resources will result in internal staff, other county departments and policymakers receiving leadership, direction, decision and communications support consistent with Board policy and direction so they can make informed policy decisions and provide effective, well-managed services to those who live, work, visit or do business in Clackamas County.

**Key Performance Measures**

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | Actual as<br>of (12/31/18) | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|----------------------------|--------------------|
| Result | Percentage of performance measures achieved | 66%                | 59%                | 80%                | 67%                        | 70%                |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation: The services provided by Business and Community Services are **mandated services**. Therefore, the *Office of the Director Program* services are essential to provide the leadership, direction, decision and communications support for the BCS Lines of Business, consistent with Board policy and direction.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>149,641</b>     | <b>156,084</b>     | <b>304,108</b>                | <b>304,108</b>                    | <b>235,476</b>                | <b>(68,632)</b>                | <b>-22.6%</b>                       |
| Charges for Service                             | 517,446            | 580,405            | 413,633                       | 413,633                           | 512,875                       | 99,242                         | 24.0%                               |
| <b>Operating Revenue</b>                        | <b>517,446</b>     | <b>580,405</b>     | <b>413,633</b>                | <b>413,633</b>                    | <b>512,875</b>                | <b>99,242</b>                  | <b>24.0%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>667,087</b>     | <b>736,489</b>     | <b>717,741</b>                | <b>717,741</b>                    | <b>748,351</b>                | <b>30,610</b>                  | <b>4.3%</b>                         |
| Personnel Services                              | 320,138            | 327,795            | 353,389                       | 340,816                           | 360,227                       | 6,838                          | 1.9%                                |
| Materials & Services                            | 164,367            | 85,238             | 200,955                       | 119,180                           | 171,219                       | (29,736)                       | -14.8%                              |
| Cost Allocation Charges                         | 26,498             | 19,348             | 22,269                        | 22,269                            | 33,045                        | 10,776                         | 48.4%                               |
| <b>Operating Expenditure</b>                    | <b>511,003</b>     | <b>432,381</b>     | <b>576,613</b>                | <b>482,265</b>                    | <b>564,491</b>                | <b>(12,122)</b>                | <b>-2.1%</b>                        |
| Contingency                                     | -                  | -                  | 141,128                       | -                                 | 183,860                       | 42,732                         | 30.3%                               |
| <b>Total Exp - Including Special Categories</b> | <b>511,003</b>     | <b>432,381</b>     | <b>717,741</b>                | <b>482,265</b>                    | <b>748,351</b>                | <b>30,610</b>                  | <b>4.3%</b>                         |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 1.65               | 1.65               | 1.65                          | 1.65                              | 1.65                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 1.65               | 0.90               | -                             | 1.65                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | 0.75               | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

The *Office of the Director Program* provides leadership and direction on numerous BCS initiatives, projects, and issues, including: preparation of a proposal for the state's first brownfield Land Bank Authority, development and implementation of an International Trade Strategy, working with community members to vision and plan new library facilities in the Oak Lodge and Gladstone library service areas, formation and coordination of a Library District Task Force, and ongoing litigation between NCPRD and the City of Happy Valley.

In addition, the *Office of the Director Program* provides staff outreach and conducts site visits and "Q&A" sessions at all BCS facilities and locations. The *Office of the Director Program* is also working with PGA to develop and implement a departmental communication plan, which will stress the essential nature of, and public benefits provided by, the department's programs and services.



Budgeting, Financial Management & Planning

**Purpose Statement**

The purpose of the Budgeting, Financial Management and Planning Program is to provide coordination, financial analysis, risk management, budgeting, forecasting, contract management and administrative support while ensuring compliance with Oregon Budget Law and other federal and state rules and regulations to department employees, county decision makers, policymakers, and other county departments, so they can focus on providing effective, well-managed services to those who live, work, visit and do business in Clackamas County.

**Performance Narrative Statement**

The Budgeting, Financial Management and Planning Program adopted a budget of \$885,747, a continuation of the current funding level. These resources will result in internal staff, other county departments and policymakers receiving timely financial analysis, risk management, budgeting, forecasting and contract management in compliance with Oregon Budget Law and other federal and state regulations so they can focus on providing effective, well-managed services to those who live, work, visit or do business in Clackamas County.

**Key Performance Measures**

|                    |   | FY 16-17<br>Actual         | FY 17-18<br>Actual         | FY 18-19<br>Target         | Actual as<br>of (12/31/18) | FY 19-20<br>Target         |
|--------------------|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Result             | Percentage of budgets and supplemental budgets in compliance with Oregon Budget Law   | 100%                       | 100%                       | 100%                       | 100%                       | 100%                       |
| Result             | Percentage of quarterly reports completed within 45 days after the end of the quarter   | 100%                       | 100%                       | 100%                       | 100%                       | 100%                       |
| Demand /<br>Output | Number of quarterly reports requested / Number of quarterly reports completed within 45 days after the end of the quarter<br><i>Note: Includes LIBSD (1) &amp; BCS (16)</i> | 78 reports /<br>78 reports | 78 reports /<br>78 reports | 51 reports /<br>51 reports | 17 reports /<br>17 reports | 51 reports /<br>51 reports |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

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



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>189,568</b>     | <b>170,002</b>     | <b>229,151</b>                | <b>229,151</b>                    | <b>372,872</b>                | <b>143,721</b>                 | <b>62.7%</b>                        |
| Federal Grants & Revenues                       | 749                | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | 517,446            | 520,621            | 667,607                       | 667,607                           | 512,875                       | (154,732)                      | -23.2%                              |
| <b>Operating Revenue</b>                        | <b>518,195</b>     | <b>520,621</b>     | <b>667,607</b>                | <b>667,607</b>                    | <b>512,875</b>                | <b>(154,732)</b>               | <b>-23.2%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>707,763</b>     | <b>690,623</b>     | <b>896,758</b>                | <b>896,758</b>                    | <b>885,747</b>                | <b>(11,011)</b>                | <b>-1.2%</b>                        |
| Personnel Services                              | 432,124            | 369,789            | 459,100                       | 404,000                           | 454,241                       | (4,859)                        | -1.1%                               |
| Materials & Services                            | 62,723             | 45,247             | 173,356                       | 74,166                            | 109,402                       | (63,954)                       | -36.9%                              |
| Cost Allocation Charges                         | 42,913             | 46,436             | 45,720                        | 45,720                            | 47,043                        | 1,323                          | 2.9%                                |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |
| <b>Operating Expenditure</b>                    | <b>537,760</b>     | <b>461,472</b>     | <b>678,176</b>                | <b>523,886</b>                    | <b>610,686</b>                | <b>(67,490)</b>                | <b>-10.0%</b>                       |
| Contingency                                     | -                  | -                  | 218,582                       | -                                 | 275,061                       | 56,479                         | 25.8%                               |
| <b>Total Exp - Including Special Categories</b> | <b>537,760</b>     | <b>461,472</b>     | <b>896,758</b>                | <b>523,886</b>                    | <b>885,747</b>                | <b>(11,011)</b>                | <b>-1.2%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 2.85               | 2.35               | 2.35                          | 2.35                              | 2.35                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 2.85               | 1.10               | -                             | 2.35                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | 1.25               | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

BCS hired a new Deputy Director in FY 18-19. Filling this position will allow the BCS Director to focus more time and attention on high-priority projects, initiatives, and issues.

During FY 19-20, the *Budgeting, Financial Management & Planning Program* in conjunction with County Administration, will coordinate a revision of the BCS Performance Clackamas Strategic Plan and associated performance measures.





# Fair & Event Center

## County Fair & Rodeo

### Purpose Statement

The purpose of the County Fair and Rodeo Program is to provide the venue and production services for County Fair and Rodeo attendees and participants so they can create a community experience that offers entertainment, youth development, and fundraising opportunities for local organizations.

### Performance Narrative Statement

The County Fair and Rodeo Program adopted a budget of \$1,461,615, a continuation of the current funding level. These resources will provide the 113th County Fair in August for an estimated 155,000 County Fair attendees and nearly 23,000 rodeo attendees. These resources will also provide the opportunity for year after year involvement for 4H, FFA and other participants. Reaching the attendance and participation targets will enhance the community experience, youth development and fundraising opportunities for local organizations.

### Key Performance Measures

|                 |  | FY 16-17<br>Actual                                 | FY 17-18<br>Actual                                  | FY 18-19<br>Target                                  | Actual as<br>of (12/31/18)                          | FY 19-20<br>Target                                  |
|-----------------|--|--|---|---|---|---|
| Result          | Percentage of capacity of County Fair attendance   | At 65% capacity                                    | At 82% capacity                                     | At 89% capacity                                     | At 88% capacity                                     | At 89% capacity                                     |
| Demand / Output | Fair Attendance / Maximum Fair Attendees Allowed   | 114,031 attendees for a six-day Fair / 175,000 max | 144,020 attendees for a five-day Fair / 175,000 max | 155,000 attendees for a five-day Fair / 175,000 max | 153,864 attendees for a five-day Fair / 175,000 max | 155,000 attendees for a five-day Fair / 175,000 max |
| Result          | Percentage of capacity of County Rodeo attendance  | At 69% capacity                                    | At 86% capacity                                     | At 90% capacity                                     | At 87% capacity                                     | At 95% capacity                                     |
| Demand / Output | Rodeo Attendance / Maximum Rodeo Attendees Allowed | 16,110 attendees / 23,460 max                      | 20,140 attendees / 23,460 max                       | 21,076 attendees / 23,460 max                       | 20,353 attendees / 23,460 max                       | 22,287 attendees / 23,460 max                       |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The *County Fair and Rodeo Program* is responsible for the general operation, facility maintenance and capital outlay needs of the annual County Fair and Rodeo held in August as **mandated** under ORS Chapter 565.

The *County Fair* is listed on the Association of Counties' list as a **shared state-county service**.

Under County Ordinance 05-2000, Chapter 8.02.160, the *County Fair* receives a portion of the County's transient room tax revenues. In FY 19-20, the *County Fair Fund* is budgeted to receive \$509,433; \$178,301 is budgeted for the *County Fair and Rodeo Program*. The amount is adjusted annually for inflation, and the funds shall be used by the *Fair & Event Center* for construction, operations and maintenance. In addition, in FY 19-20, the *Fair and Event Center* anticipates receiving a \$60,000 grant (\$21,000 of which is budgeted for the *County Fair and Rodeo Program*) from Tourism and Cultural Affairs to support Master Planning for the Fair and Event Center, as well as improvements to the Fair and Event Center's sprinkler system.



Fair & Event Center

County Fair & Rodeo

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>485,584</b>     | <b>296,471</b>     | <b>136,427</b>                | <b>252,636</b>                    | <b>153,147</b>                | <b>16,720</b>                  | <b>12.3%</b>                        |
| State Grants & Revenues                         | 53,667             | 53,167             | 53,167                        | 53,167                            | 53,167                        | -                              | 0%                                  |
| Charges for Service                             | 444,119            | 504,431            | 527,261                       | 473,964                           | 503,000                       | (24,261)                       | -4.6%                               |
| Other Revenues                                  | 420,425            | 487,334            | 552,138                       | 532,435                           | 553,000                       | 862                            | 0.2%                                |
| Interfund Transfers                             | 157,287            | 160,590            | 262,829                       | 167,255                           | 199,301                       | (63,528)                       | -24.2%                              |
| <b>Operating Revenue</b>                        | <b>1,075,498</b>   | <b>1,205,522</b>   | <b>1,395,395</b>              | <b>1,226,821</b>                  | <b>1,308,468</b>              | <b>(86,927)</b>                | <b>-6.2%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,561,082</b>   | <b>1,501,993</b>   | <b>1,531,822</b>              | <b>1,479,457</b>                  | <b>1,461,615</b>              | <b>(70,207)</b>                | <b>-4.6%</b>                        |
| Personnel Services                              | 157,314            | 124,788            | 166,500                       | 192,965                           | 207,925                       | 41,425                         | 24.9%                               |
| Materials & Services                            | 1,060,994          | 1,062,652          | 1,057,359                     | 959,314                           | 1,037,897                     | (19,462)                       | -1.8%                               |
| Capital Outlay                                  | 46,301             | 61,918             | 233,130                       | 174,031                           | 109,209                       | (123,921)                      | -53.2%                              |
| <b>Operating Expenditure</b>                    | <b>1,264,609</b>   | <b>1,249,358</b>   | <b>1,456,989</b>              | <b>1,326,310</b>                  | <b>1,355,031</b>              | <b>21,963</b>                  | <b>-7.0%</b>                        |
| Special Payments                                | -                  | -                  | 5,000                         | -                                 | 1,000                         | (4,000)                        | -80.0%                              |
| Contingency                                     | -                  | -                  | 69,833                        | -                                 | 105,584                       | 35,751                         | 51.2%                               |
| <b>Total Exp - Including Special Categories</b> | <b>1,264,609</b>   | <b>1,249,358</b>   | <b>1,531,822</b>              | <b>1,326,310</b>                  | <b>1,461,615</b>              | <b>53,714</b>                  | <b>-4.6%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |

**Significant Issues and Changes**

In June 2018, BCS and County Administration worked with the Fair Board to complete a Fair Management Agreement. The agreement clearly articulates the roles and responsibilities of each party and will enhance the working relationship of both parties by providing more efficient operations due to better coordination and collaboration on activities related to the Fair and Event Center.

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

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



# Fair & Event Center County Event Center



## Purpose Statement

The purpose of the County Event Center Program is to provide facility rental and production to community members, for profit and not for profit organizations so they can affordably hold a variety of events for direct or indirect community benefit, and to financially support the Fair and Event Center.

## Performance Narrative Statement

The County Event Center Program adopted a budget of \$788,885, a continuation of the current funding level. These resources will provide 200 events with access to a public facility at a price that covers the cost of access and allows them to fulfill their mission. These resources will also provide 630 non-fair hosted events for indirect or direct community benefit. Reaching these rental targets will help community organizations fulfill their missions, while adding financial support to the Fair and Event Center.

## Key Performance Measures

|   |  | FY 16-17<br>Actual   | FY 17-18<br>Actual   | FY 18-19<br>Target                                    | Actual as<br>of (12/31/18)                            | FY 19-20<br>Target                                    |
|---|--|--|--|---|---|---|
|  Result | Number of events where organizations will benefit from access to a public facility at a price that covers the cost of access and allows them to fulfill their mission                                    | 203 events   | 181 events   | 177 events  | 76 events   | 200 events  |
|  Result | Number of events where organizations will benefit from rental access to a public facility at a price that covers the cost of access and provides additional revenue to support the Fair and Event Center | 496 events   | 621 events   | 630 events  | 232 events  | 630 events  |
| Demand /<br>Output  | Non-fair events requested /<br>Non-fair events booked<br><i>NEW Events booked (included in totals)</i>   | 1,174<br>requested /<br>699 booked<br><i>71 new events</i> | 1,040<br>requested /<br>802 booked<br><i>54 new events</i> | 850 requested /<br>807 booked<br><i>50 new events</i> | 339 requested /<br>308 booked<br><i>22 new events</i> | 850 requested /<br>830 booked<br><i>57 new events</i> |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

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

Explanation: The *County Event Center Program* is responsible for the general operation, facility maintenance and capital outlay needs of the County Event Center as **mandated** under ORS Chapter 565. During the remainder of the year outside of the *County Fair and Rodeo*, over 800 other activities are held on the 49-acre premises including meetings, parties, weddings and fundraisers.

Under County Ordinance 05-2000, Chapter 8.02.160, the *County Fair* receives a portion of the County's transient room tax revenues. In FY 19-20, the *County Fair Fund* is budgeted to receive \$509,433; \$331,132 is budgeted for the *County Event Center Program*. The amount is adjusted annually for inflation, and the funds shall be used by the *Event Center* for construction, operations and maintenance. In addition, in FY 19-20, the Fair and Event Center anticipates receiving a \$60,000 grant (\$39,000 of which is budgeted for the *County Event Center Program*) from Tourism and Cultural Affairs to support Master Planning for the Fair and Event Center, as well as improvements to the Fair and Event Center's sprinkler system.



Fair & Event Center

County Event Center

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>129,558</b>     | <b>232,350</b>     | <b>302,845</b>                | <b>199,211</b>                    | <b>53,753</b>                 | <b>(249,092)</b>               | <b>-82.3%</b>                       |
| Local Grants & Revenues                         | 3,111              | 3,000              | 3,000                         | 3,000                             | 20,000                        | 17,000                         | 566.7%                              |
| Other Revenues                                  | 339,183            | 322,912            | 342,800                       | 298,063                           | 345,000                       | 2,200                          | 0.6%                                |
| Interfund Transfers                             | 292,104            | 298,240            | 215,041                       | 310,615                           | 370,132                       | 155,091                        | 72.1%                               |
| <b>Operating Revenue</b>                        | <b>634,398</b>     | <b>624,152</b>     | <b>560,841</b>                | <b>611,678</b>                    | <b>735,132</b>                | <b>174,291</b>                 | <b>31.1%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>763,956</b>     | <b>856,502</b>     | <b>863,686</b>                | <b>810,889</b>                    | <b>788,885</b>                | <b>(74,801)</b>                | <b>-8.7%</b>                        |
| Personnel Services                              | 296,484            | 408,737            | 381,113                       | 337,000                           | 367,875                       | (13,238)                       | -3.5%                               |
| Materials & Services                            | 188,713            | 201,744            | 212,959                       | 213,745                           | 239,334                       | 26,375                         | 12.4%                               |
| Capital Outlay                                  | 46,410             | 46,810             | 269,614                       | 206,391                           | 128,417                       | (141,197)                      | -52.4%                              |
| <b>Operating Expenditure</b>                    | <b>531,607</b>     | <b>657,291</b>     | <b>863,686</b>                | <b>757,136</b>                    | <b>735,626</b>                | <b>13,137</b>                  | <b>-14.8%</b>                       |
| Contingency                                     | -                  | -                  | -                             | -                                 | 53,259                        | 53,259                         | #DIV/0!                             |
| <b>Total Exp - Including Special Categories</b> | <b>531,607</b>     | <b>657,291</b>     | <b>863,686</b>                | <b>757,136</b>                    | <b>788,885</b>                | <b>66,396</b>                  | <b>-8.7%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |

**Significant Issues and Changes**

In June 2018, BCS and County Administration worked with the Fair Board to complete the Fair Management Agreement. The agreement clearly articulates the roles and responsibilities of each party and will enhance the working relationship of both parties by providing more efficient operations due to better coordination and collaboration on activities related to the Fair and Event Center.

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# Economic Development

# Economic Development

## Purpose Statement

The purpose of the Economic Development Program is to provide leadership, consultation, and economic analysis to policymakers, performance partners, and businesses and property owners so they can make informed decisions that either create a healthy environment for private investment or that allow them to locate or expand their business in Clackamas County.

## Performance Narrative Statement

The Economic Development Program adopted a budget of \$1,687,614, a continuation of the current funding level. These resources will provide policymakers and performance partners increased knowledge of redevelopment opportunities, programs and resources available in Clackamas County. Reaching these targets will help business and property owners, performance partners and policymakers grow a vibrant, resilient economy.

## Key Performance Measures

|                    |  | FY 16-17<br>Actual           | FY 17-18<br>Actual           | FY 18-19<br>Target           | Actual as<br>of (12/31/18)   | FY 19-20<br>Target           |
|--------------------|--|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Result             | Number of new jobs created and private dollars invested from Enterprise Zone applicants  | 55 jobs<br>\$1,710,000       | 55 jobs<br>\$29,654,360      | 75 jobs<br>\$15,000,000      | 34 jobs<br>\$3,360,000       | 100 jobs<br>\$15,000,000     |
| Demand /<br>Output | Number of Enterprise Zone applications requested /<br>Number of Enterprise Zone applications processed   | 4 requested /<br>4 processed | 8 requested /<br>3 processed | 6 requested /<br>6 processed | 6 requested /<br>1 processed | 5 requested /<br>5 processed |
| Result             | Number of meetings convened of Clackamas County cities and regional partners   | 13 meetings                  | 22 meetings                  | 12 meetings                  | 6 meetings                   | 12 meetings                  |
| Result             | Percentage of available employment land in the Metro Urban Growth Boundary within Clackamas County that is "development ready"                                       | N/A                          | 7%                           | 16%                          | 14%                          | 16%                          |
| Demand /<br>Output | "Development ready" acres in Metro Urban Growth Boundary within Clackamas County / Employment acres in Metro Urban Growth Boundary within Clackamas County           | N/A                          | 64 acres /<br>912 acres      | N/A                          | 121 acres /<br>860 acres     | 140 acres /<br>850 acres     |
| Result             | Percentage of available employment land outside the Metro Urban Growth Boundary within Clackamas County that is "development ready"                                  | N/A                          | 34%                          | 35%                          | 31%                          | 36%                          |
| Demand /<br>Output | "Development ready" acres outside Metro Urban Growth Boundary within Clackamas County / Employment acres outside Metro Urban Growth Boundary within Clackamas County | N/A                          | 251 acres /<br>745 acres     | 271 acres /<br>770 acres     | 237 acres /<br>775 acres     | 280 acres /<br>775 acres     |

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

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

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

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

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



Economic Development

Economic Development

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>648,319</b>     | <b>707,115</b>     | <b>633,793</b>                | <b>633,793</b>                    | <b>452,614</b>                | <b>(181,179)</b>               | <b>-28.6%</b>                       |
| Licenses & Permits                              | 2,204              | 29,653             | 29,172                        | 10,000                            | 10,000                        | (19,172)                       | -65.7%                              |
| State Grants & Revenues                         | 1,090,000          | 1,090,000          | 1,150,000                     | 1,150,000                         | 1,150,000                     | -                              | 0%                                  |
| Other Revenues                                  | -                  | -                  | -                             | 25,000                            | 75,000                        | 75,000                         | 0%                                  |
| <b>Operating Revenue</b>                        | <b>1,092,204</b>   | <b>1,119,653</b>   | <b>1,179,172</b>              | <b>1,185,000</b>                  | <b>1,235,000</b>              | <b>55,828</b>                  | <b>4.7%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,740,523</b>   | <b>1,826,768</b>   | <b>1,812,965</b>              | <b>1,818,793</b>                  | <b>1,687,614</b>              | <b>(125,351)</b>               | <b>-6.9%</b>                        |
| Personnel Services                              | 487,050            | 618,129            | 739,270                       | 741,270                           | 740,755                       | 1,485                          | 0.2%                                |
| Materials & Services                            | 480,505            | 488,917            | 633,553                       | 532,912                           | 639,187                       | 5,634                          | 0.9%                                |
| Cost Allocation Charges                         | 65,853             | 85,929             | 91,997                        | 91,997                            | 102,424                       | 10,427                         | 11.3%                               |
| <b>Operating Expenditure</b>                    | <b>1,033,408</b>   | <b>1,192,975</b>   | <b>1,464,820</b>              | <b>1,366,179</b>                  | <b>1,482,366</b>              | <b>17,546</b>                  | <b>1.2%</b>                         |
| Contingency                                     | -                  | -                  | 348,145                       | -                                 | 205,248                       | (142,897)                      | -41.0%                              |
| <b>Total Exp - Including Special Categories</b> | <b>1,033,408</b>   | <b>1,192,975</b>   | <b>1,812,965</b>              | <b>1,366,179</b>                  | <b>1,687,614</b>              | <b>(125,351)</b>               | <b>-6.9%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 5.00               | 5.00               | 5.00                          | 5.00                              | 4.50                          | (0.50)                         | -10.0%                              |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 4.00               | 5.00               | -                             | 5.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.00               | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

In 2016, representatives from Clackamas County traveled to China to better understand opportunities for trade partnerships. This resulted in the establishment of a sister county relationship between Guanyun County, Jiangsu Province, PRC and Clackamas County. In 2017, Clackamas County hosted a delegation from China in addition to co-sponsoring the Oregon China Economic Forum for the second time. The *Economic Development Program* is currently in the process of finalizing an International Trade Strategy that will provide a guide to activities such as hosting delegations, participating in outbound trade missions and the diplomatic protocols of international relations. The *Economic Development Program* will be presenting an International Trade Strategy proposal to the Board in May 2019. If the proposal is approved, the *Economic Development Program* anticipates contracting with a part-time International Trade Manager in FY19-20 to coordinate and implement the approved strategy.

In FY 19-20, 0.5 FTE has been transferred from the *Economic Development Program* to the *Agriculture & Forest Economic Development Program* to better reflect the significant investment of staff time being made in cross laminated timber (CLT) projects and initiatives.



## Economic Development

## Economic Opportunity


### Purpose Statement

The purpose of the Clackamas County Economic Opportunity Program is to provide project funding to County departments, other government partners, and economic development focused entities so they can enhance high wage job and GDP growth in the County.

### Performance Narrative Statement

The Economic Opportunity Program adopted a budget of \$1,898,480, a continuation of the current funding level. These resources will provide funding to project sponsors to explore or introduce a project with the potential for positive impact on economic vitality in Clackamas County. Reaching these targets will help with the goal of enhancing high wage job and GDP growth in the County.

### Key Performance Measures

|   |   | FY 16-17<br>Actual         | FY 17-18<br>Actual           | FY 18-19<br>Target         | Actual as<br>of (12/31/18) | FY 19-20<br>Target           |
|---|---|----------------------------|------------------------------|----------------------------|----------------------------|------------------------------|
|  Result | Amount of funding provided to project sponsors                                      | \$557,454                  | \$309,276                    | \$500,000                  | \$170,390                  | \$753,000                    |
| Demand /<br>Output  | Number of projects identified as candidates for funding / Number of projects funded | 6 identified /<br>5 funded | 10 identified /<br>10 funded | 7 identified /<br>7 funded | 8 identified /<br>5 funded | 10 identified /<br>10 funded |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

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



Economic Development

Economic Opportunity

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>1,310,558</b>   | <b>1,569,067</b>   | <b>1,036,753</b>              | <b>1,772,916</b>                  | <b>1,638,480</b>              | <b>601,727</b>                 | <b>58.0%</b>                        |
| State Grants & Revenues                         | 647,689            | 627,862            | 346,000                       | 452,000                           | 230,000                       | (116,000)                      | -33.5%                              |
| Local Grants & Revenues                         | 217,500            | 30,000             | -                             | -                                 | -                             | -                              | 0%                                  |
| Other Revenues                                  | 20,035             | 30,258             | 19,000                        | 32,000                            | 30,000                        | 11,000                         | 57.9%                               |
| Interfund Transfers                             | 30,000             | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>915,224</b>     | <b>688,120</b>     | <b>365,000</b>                | <b>484,000</b>                    | <b>260,000</b>                | <b>(105,000)</b>               | <b>-28.8%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,225,782</b>   | <b>2,257,187</b>   | <b>1,401,753</b>              | <b>2,256,916</b>                  | <b>1,898,480</b>              | <b>496,727</b>                 | <b>35.4%</b>                        |
| Personnel Services                              | 12,956             | 38,645             | 55,539                        | 55,539                            | 5,026                         | (50,513)                       | -91.0%                              |
| Materials & Services                            | 555,758            | 172,912            | 944,057                       | 255,740                           | 895,474                       | (48,583)                       | -5.1%                               |
| Cost Allocation Charges                         | -                  | 4,715              | 4,157                         | 4,157                             | 2,636                         | (1,521)                        | -36.6%                              |
| <b>Operating Expenditure</b>                    | <b>568,714</b>     | <b>216,272</b>     | <b>1,003,753</b>              | <b>315,436</b>                    | <b>903,136</b>                | <b>(100,617)</b>               | <b>-10.0%</b>                       |
| Special Payments                                | 25,000             | 205,000            | 335,000                       | 240,000                           | 932,344                       | 597,344                        | 178.3%                              |
| Interfund Transfers                             | 63,000             | 63,000             | 63,000                        | 63,000                            | 63,000                        | -                              | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | <b>656,714</b>     | <b>484,272</b>     | <b>1,401,753</b>              | <b>618,436</b>                    | <b>1,898,480</b>              | <b>496,727</b>                 | <b>35.4%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>30,000</b>      | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |

**Significant Issues and Changes**

The *Economic Opportunity Program* currently provides \$25,000 annually from lottery funds to the Clackamas County Business Alliance (CCBA) for membership and grant support. In addition, in March 2018, the County and CCBA signed a two-year Agreement providing an additional \$150,000 from lottery funds to the CCBA over three fiscal years, with a final \$56,250 disbursement in FY 19-20. The main goal of the agreement is to strengthen the CCBA by uniting the county, cities within the county, and county-based businesses in a professional and focused collective that will lead to greater positive outcomes to increase county-wide economic prosperity and that provide a business perspective to the Board of County Commissioners.

In FY 16-17, BCS added a limited term, part-time, two-year Heritage Project Manager Position to evaluate how best to ensure effective stewardship of locally-owned museum collections and archives, preserve local historic and cultural resources, and ensure a sustainable network of financially secure local heritage organizations and institutions. In May 2019, BCS will be presenting final recommendations to the Board, including a recommendation that if the project is to continue, it should be administered/funded by another County department or an external organization. BCS has neither the capacity nor resources to coordinate and fund the project going forward.





# Economic Development

## Agriculture & Forest Economic Development

### Purpose Statement

The purpose of the Agriculture and Forest Economic Development Program is to provide natural resource-based economic planning, strategy development, analysis, and information services to the growers, processors, and policy decision makers so they can maintain and enhance economic viability of the agriculture and forest industries in the Clackamas County region.

### Performance Narrative Statement

The Agriculture and Forest Economic Development Program adopted a budget of \$507,749, a continuation of the current funding level. These resources will provide support for legislation that will enable sustainable timber harvests from Oregon and California (O&C) Lands in Clackamas County and also provide County support to the agriculture industry. Reaching these targets will help maintain and enhance the economic viability of the agriculture and forest industries in Clackamas County and the region.

### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual                | FY 18-19<br>Target | Actual as<br>of (12/31/18)     | FY 19-20<br>Target |
|--------|--|--------------------|-----------------------------------|--------------------|--------------------------------|--------------------|
| Result | By 2020 legislation passed enabling sustainable timber harvests from Oregon & California (O&C) Lands in Clackamas County | N/A                | N/A                               | N/A                | N/A                            | N/A                |
| Result | Actions taken by the Board that increase harvested timber on non-county public forest land                               | N/A                | 5<br>Presentations<br>/ 3 Actions | 5 Actions          | 2 Presentations /<br>2 Actions | 5 Actions          |

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  Y

Explain all "Yes" boxes below

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

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

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

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

The *Agriculture and Forest Economic Development Program* is budgeted to receive **grant funding** from the United States Department of Agriculture - Wood Innovations Grant Program for the Cross Laminated Timber project with an in-kind match of staff time (funded by lottery dollars).



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>257,349</b>     | <b>87,971</b>      | <b>95,917</b>                 | <b>95,918</b>                     | <b>107,749</b>                | <b>11,832</b>                  | <b>12.3%</b>                        |
| Prior Year Revenue                              | 3,380              | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Federal Grants & Revenues                       | 822                | -                  | 20,000                        | -                                 | 100,000                       | 80,000                         | 400.0%                              |
| State Grants & Revenues                         | 300,681            | 240,000            | 264,000                       | 264,000                           | 300,000                       | 36,000                         | 13.6%                               |
| <b>Operating Revenue</b>                        | <b>304,883</b>     | <b>240,000</b>     | <b>284,000</b>                | <b>264,000</b>                    | <b>400,000</b>                | <b>116,000</b>                 | <b>40.8%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>562,232</b>     | <b>327,971</b>     | <b>379,917</b>                | <b>359,918</b>                    | <b>507,749</b>                | <b>127,832</b>                 | <b>33.6%</b>                        |
| Personnel Services                              | 168,231            | 138,031            | 115,636                       | 115,602                           | 194,700                       | 79,064                         | 68.4%                               |
| Materials & Services                            | 293,475            | 76,743             | 145,126                       | 121,576                           | 223,604                       | 78,478                         | 54.1%                               |
| Cost Allocation Charges                         | 12,555             | 17,280             | 14,991                        | 14,991                            | 15,329                        | 338                            | 2.3%                                |
| <b>Operating Expenditure</b>                    | <b>474,261</b>     | <b>232,054</b>     | <b>275,753</b>                | <b>252,169</b>                    | <b>433,633</b>                | <b>157,880</b>                 | <b>57.3%</b>                        |
| Contingency                                     | -                  | -                  | 104,164                       | -                                 | 74,116                        | (30,048)                       | -28.8%                              |
| <b>Total Exp - Including Special Categories</b> | <b>474,261</b>     | <b>232,054</b>     | <b>379,917</b>                | <b>252,169</b>                    | <b>507,749</b>                | <b>127,832</b>                 | <b>33.6%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>0</b>           | <b>0</b>           | <b>0</b>                      | <b>0</b>                          | <b>0</b>                      | <b>0</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 1.40               | 1.40               | 0.70                          | 0.70                              | 1.20                          | 0.50                           | 71.4%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 1.40               | 0.40               | -                             | 0.70                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | 1.00               | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

Cross Laminated Timber (CLT) has been targeted by the BCC as a strategic priority for Clackamas County. The *Agriculture & Forest Economic Development Program* is taking a lead role in identifying CLT supply chain opportunities and carrying out strategic initiatives around supply, building codes and investment. In FY 19-20, 0.5 FTE has been transferred from the *Economic Development Program* to the *Agriculture & Forest Economic Development Program* to better reflect the significant investment of staff time being made in CLT-related projects and initiatives.

The *Agriculture & Forest Economic Development Program* has applied for grant funding from the United States Forest Service's Wood Innovations Grant Program to help fund work with the University of Oregon School of Architecture's Fall Design Studio. The Studio will produce five conceptual designs for the contemplated Clackamas County Courthouse, all of which will utilize CLT.



# Economic Development

## Land Bank Authority

### Purpose Statement

The purpose of the Land Bank Authority program is to provide support to the Clackamas County Land Bank Authority for the remediation, redevelopment, and revitalization of brownfield properties throughout Clackamas County so that these sites can serve as employment lands to meet the needs of expanding or relocating businesses, sites for new affordable housing developments, or new community parks or open spaces.

### Performance Narrative Statement

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

### Key Performance Measures

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | Actual as<br>of (12/31/18) | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|----------------------------|--------------------|
| Result | <i>New program. Performance measures under development.</i> | N/A                | N/A                | N/A                | N/A                        | N/A                |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

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

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

The *Land Bank Authority Program* expects to apply for/receive **grant funding** from several sources, including Metro and the State of Oregon via the Business Oregon Strategic Reserve Fund (SRF). Projects considered for SRF funding are typically put through an extensive internal vetting process, with projects ultimately going to the Governor's desk for final approval. BCS has already applied for SRF funding, and expects a final funding decision from the Governor's Office in the near future.



Economic Development

Land Bank Authority

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| State Grants & Revenues                         | -                  | -                  | -                             | -                                 | 200,000                       | 200,000                        | 0%                                  |
| Other Revenues                                  | -                  | -                  | -                             | -                                 | 100,000                       | 100,000                        | 0%                                  |
| Interfund Transfers                             | -                  | -                  | -                             | -                                 | 100,000                       | 100,000                        | 0%                                  |
| <b>Operating Revenue</b>                        | -                  | -                  | -                             | -                                 | <b>400,000</b>                | <b>400,000</b>                 | <b>0%</b>                           |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | -                             | -                                 | <b>400,000</b>                | <b>400,000</b>                 | <b>0%</b>                           |
| Personnel Services                              | -                  | -                  | -                             | -                                 | 229,020                       | 229,020                        | 0%                                  |
| Materials & Services                            | -                  | -                  | -                             | -                                 | 133,754                       | 133,754                        | 0%                                  |
| <b>Operating Expenditure</b>                    | -                  | -                  | -                             | -                                 | <b>362,774</b>                | <b>362,774</b>                 | <b>0%</b>                           |
| Contingency                                     | -                  | -                  | -                             | -                                 | 37,226                        | 37,226                         | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | -                             | -                                 | <b>400,000</b>                | <b>400,000</b>                 | <b>0.0%</b>                         |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | 1.50                          | 1.50                           | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |

**Significant Issues and Changes**

In 2015, the State legislature passed HB 2734 allowing for the formation of land bank authorities in the State of Oregon. In a Policy Session in February 2018, the BCC approved the concept of a Clackamas County Land Bank Authority (CCLBA) and approved the Economic Development Program to pursue a grant from Business Oregon's Brownfield Fund with the purpose of developing a business plan for a CCLBA. The CCLBA's primary role would be to acquire, remediate and position brownfield properties for future development and to increase the supply of employment lands and/or affordable housing within the County. The Business Plan was completed, and in April 2019, the Economic Development Program presented a proposal for the CCLBA to the Board. The proposal was approved by the Board and, contingent on securing funding, it is anticipated the CCLBA will be established and operational in FY 19-20.






**Purpose Statement**

The purpose of the Library Systems Program is to provide hardware, software, cataloging and support services to customer libraries so they can efficiently and effectively provide library collections and services to their patrons.

**Performance Narrative Statement**

The Library Systems Program adopted a budget of \$4,242,159, a continuation of the current funding level. These resources will provide an online library system that is operational 99% of the time. In addition, these resources will provide a response within two business days on an estimated 600 technical support requests from the customer libraries 99% of the time. Reaching these targets will allow customer libraries to efficiently and effectively provide library collections and services to their patrons.

**Key Performance Measures**

|   |  | FY 16-17<br>Actual              | FY 17-18<br>Actual              | FY 18-19<br>Target              | Actual as<br>of (12/31/18)      | FY 19-20<br>Target              |
|---|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|  Result   | Percentage of technology support request responses provided within two business days   | 99%                             | 99%                             | 99%                             | 99%                             | 99%                             |
| Demand /<br>Output  | Number of technical support requests received /<br>Number of technical support request responses<br>within two business days | 555 requests /<br>552 responses | 588 requests /<br>582 responses | 700 requests /<br>693 responses | 254 requests /<br>253 responses | 600 requests /<br>594 responses |
|  Result  | Percentage of time the Integrated Library System (ILS) is operational  | 100%                            | 99%                             | 99%                             | 99%                             | 99%                             |
|  Result | Percentage of materials sent to Library Systems for cataloging processed within established timeframes                       | 89%                             | 82%                             | 90%                             | 94%                             | 90%                             |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation: The *Library Systems Program* is a **mandated service** as indicated in the IGAs between Clackamas County and the individual Library Service Providers throughout the District. The *Library Systems Program* provides hardware, software, cataloging and support services to the customer libraries so they can efficiently and effectively provide library collections and services to their patrons.



|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>6,478,302</b>   | <b>4,102,696</b>   | <b>3,412,897</b>              | <b>3,412,897</b>                  | <b>2,834,656</b>              | <b>(578,241)</b>               | <b>-16.9%</b>                       |
| Other Revenues                                  | 45,715             | 37,506             | 15,000                        | 35,000                            | 31,000                        | 16,000                         | 106.7%                              |
| Interfund Transfers                             | 1,235,720          | 1,346,182          | 815,430                       | 815,430                           | 1,376,503                     | 561,073                        | 68.8%                               |
| <b>Operating Revenue</b>                        | <b>1,281,435</b>   | <b>1,383,688</b>   | <b>830,430</b>                | <b>850,430</b>                    | <b>1,407,503</b>              | <b>577,073</b>                 | <b>69.5%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>7,759,737</b>   | <b>5,486,384</b>   | <b>4,243,327</b>              | <b>4,263,327</b>                  | <b>4,242,159</b>              | <b>(1,168)</b>                 | <b>0.0%</b>                         |
| Personnel Services                              | 637,689            | 633,792            | 775,754                       | 757,709                           | 840,808                       | 65,054                         | 8.4%                                |
| Materials & Services                            | 318,303            | 382,228            | 600,261                       | 537,782                           | 528,850                       | (71,411)                       | -11.9%                              |
| Cost Allocation Charges                         | 42,263             | 57,467             | 42,892                        | 42,892                            | 54,665                        | 11,773                         | 27.4%                               |
| Capital Outlay                                  | 658,787            | -                  | 90,288                        | 90,288                            | 45,000                        | (45,288)                       | -50.2%                              |
| <b>Operating Expenditure</b>                    | <b>1,657,042</b>   | <b>1,073,487</b>   | <b>1,509,195</b>              | <b>1,428,671</b>                  | <b>1,469,323</b>              | <b>5,416</b>                   | <b>-2.6%</b>                        |
| Special Payments                                | 2,000,000          | 1,000,000          | 2,100,000                     | -                                 | 2,100,000                     | -                              | 0%                                  |
| Reserve for Future Expenditures                 | -                  | -                  | 634,132                       | -                                 | 672,836                       | 38,704                         | 6.1%                                |
| <b>Total Exp - Including Special Categories</b> | <b>3,657,042</b>   | <b>2,073,487</b>   | <b>4,243,327</b>              | <b>1,428,671</b>                  | <b>4,242,159</b>              | <b>44,120</b>                  | <b>0.0%</b>                         |
| <b>General Fund Support (if applicable)</b>     | <b>1,235,720</b>   | <b>1,346,182</b>   | <b>815,430</b>                | <b>815,430</b>                    | <b>1,376,503</b>              | <b>561,073</b>                 | <b>68.8%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 5.50               | 5.50               | 5.50                          | 5.50                              | 5.50                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.50               | 4.50               | -                             | 5.50                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | 1.00               | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

The *Library Systems Program* is working on implementing several new service initiatives, including deployment of a new, modern mobile library app, and an online reservation/check-out system for Cultural Passes (discounted or free passes to local area cultural attractions and venues).

Business and Community Services, at the direction of the Board and in close consultation with the Library District Advisory Committee (LDAC), has been supporting the formation and work of a multi-jurisdictional Task Force to evaluate and make recommendations related to Library District services, funding, and administration. It is anticipated that Task Force will begin its work late in FY18-19 or early in FY 19-20.



Shared Library Services


**Purpose Statement**

The purpose of the Shared Library Services Program is to provide administrative and operational support services to libraries in Clackamas County so they can share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.

**Performance Narrative Statement**

The Shared Library Services Program adopted a budget of \$2,647,796, a continuation of the current funding level. These resources will deliver approximately 2,000,000 items via courier pick-ups and deliveries within established timeframes 95% of the time. Reaching these targets will allow customer libraries to share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.

**Key Performance Measures**

|   |   | FY 16-17<br>Actual  | FY 17-18<br>Actual  | FY 18-19<br>Target  | Actual as<br>of (12/31/18)                                      | FY 19-20<br>Target  |
|---|---|---|---|---|---|---|
|  Result | Percentage of scheduled courier stops (pick-ups and deliveries) made within the established timeframes                            | 96%   | 99%   | 95%   | 99%   | 95%   |
| Demand /<br>Output  | Number of courier items to be picked-up and delivered / Number of items picked-up and delivered within the established timeframes | 1,989,003<br>requested /<br>1,907,694<br>picked up and<br>delivered | 1,984,896<br>requested /<br>1,967,153<br>picked up and<br>delivered | 2,000,000<br>requested /<br>1,900,000<br>picked up and<br>delivered | 998,911<br>requested /<br>998,470 picked<br>up and<br>delivered | 2,000,000<br>requested /<br>1,900,000<br>picked up and<br>delivered |

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 *Shared Library Services Program* is a **mandated service** as indicated in the IGAs between Clackamas County and the individual Library Service Providers throughout the District. The *Shared Library Services Program* provides administrative and operational support services to customer libraries so they can share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.



Shared Library Services

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>192,561</b>     | <b>486,833</b>     | <b>414,011</b>                | <b>414,011</b>                    | <b>877,024</b>                | <b>463,013</b>                 | <b>111.8%</b>                       |
| Federal Grants & Revenues                       | 3,881              | 14,643             | -                             | -                                 | -                             | -                              | 0%                                  |
| Other Revenues                                  | 1,547,053          | 400,567            | 480,000                       | 512,025                           | 550,000                       | 70,000                         | 14.6%                               |
| Interfund Transfers                             | 994,651            | 905,564            | 1,605,381                     | 1,605,381                         | 1,220,772                     | (384,609)                      | -24.0%                              |
| <b>Operating Revenue</b>                        | <b>2,545,585</b>   | <b>1,320,774</b>   | <b>2,085,381</b>              | <b>2,117,406</b>                  | <b>1,770,772</b>              | <b>(314,609)</b>               | <b>-15.1%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,738,146</b>   | <b>1,807,607</b>   | <b>2,499,392</b>              | <b>2,531,417</b>                  | <b>2,647,796</b>              | <b>148,404</b>                 | <b>5.9%</b>                         |
| Personnel Services                              | 481,968            | 576,014            | 660,603                       | 643,727                           | 791,824                       | 131,221                        | 19.9%                               |
| Materials & Services                            | 1,723,209          | 690,399            | 878,606                       | 838,644                           | 907,222                       | 28,616                         | 3.3%                                |
| Cost Allocation Charges                         | 42,255             | 42,598             | 52,031                        | 52,031                            | 71,000                        | 18,969                         | 36.5%                               |
| Capital Outlay                                  | -                  | 69,943             | 82,966                        | 82,966                            | -                             | (82,966)                       | -100.0%                             |
| <b>Operating Expenditure</b>                    | <b>2,247,432</b>   | <b>1,378,954</b>   | <b>1,674,206</b>              | <b>1,617,368</b>                  | <b>1,770,046</b>              | <b>178,806</b>                 | <b>5.7%</b>                         |
| Special Payments                                | 3,881              | 14,643             | -                             | 37,025                            | -                             | -                              | 0%                                  |
| Reserve for Future Expenditures                 | -                  | -                  | 825,186                       | -                                 | 877,750                       | 52,564                         | 6.4%                                |
| <b>Total Exp - Including Special Categories</b> | <b>2,251,313</b>   | <b>1,393,597</b>   | <b>2,499,392</b>              | <b>1,654,393</b>                  | <b>2,647,796</b>              | <b>231,370</b>                 | <b>5.9%</b>                         |
| <b>General Fund Support (if applicable)</b>     | <b>994,651</b>     | <b>905,564</b>     | <b>1,605,381</b>              | <b>1,605,381</b>                  | <b>1,220,772</b>              | <b>-384,609</b>                | <b>-24.0%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 3.50               | 5.50               | 6.50                          | 6.50                              | 6.50                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 3.50               | 5.50               | -                             | 4.50                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 2.00                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

In partnership with Clackamas County Sustainability & Solid Waste, the *Shared Library Services Program* has been coordinating the implementation of a pilot "Library of Things" project. Eight City libraries will be making non-standard items (such as novelty cake pans, musical instruments, board games, consumer electronics, and more) available for patrons to check out. These collections not only expand the types of items patrons can borrow from their local libraries, but reduce energy and resource consumption by making it easier for many patrons to share (rather than individually buy) these types of items.





**Purpose Statement**

The purpose of the Oak Lodge Library Program is to 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.

**Performance Narrative Statement**

The Oak Lodge Library Program adopted a budget of \$2,023,079, a continuation of the current funding level. These resources will serve approximately 280,000 material checkouts and provide a collection of 60,000 items at the Oak Lodge Library. Reaching these targets will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

**Key Performance Measures**

|                 |  | FY 16-17<br>Actual                        | FY 17-18<br>Actual                        | FY 18-19<br>Target                        | Actual as<br>of (12/31/18)                | FY 19-20<br>Target                        |
|-----------------|--|---|---|---|---|---|
| Result          | Percentage of items checked out versus items in collection (turnover rate)     | 77%                                       | 78%                                       | 75%                                       | 60%                                       | 78%                                       |
| Demand / Output | Number of non-duplicated items checked out / Number of items in the collection | 44,329 checked out / 57,746 in collection | 46,786 checked out / 57,357 in collection | 45,000 checked out / 60,000 in collection | 34,410 checked out / 57,232 in collection | 46,800 checked out / 60,000 in collection |
| Result          | Borrowers as a percentage of the resident population                           | 37%                                       | 33%                                       | 37%                                       | 28%                                       | 38%                                       |
| Demand / Output | Number of borrowers / Resident population                                      | 11,049 borrowers / 30,003 population      | 9,931 borrowers / 30,003 population       | 11,154 borrowers / 30,003 population      | 8,689 borrowers / 31,323 population       | 11,902 borrowers / 31,323 population      |
| Result          | Year-over-year increase in attendance for programmed events                    | 7%  | 25%                                       | 5%  | -25%                                      | 3%  |
| Demand / Output | Number of program attendees / Number of program attendees for prior year       | 3,333 FY 16/17<br>3,113 FY 15/16          | 4,156 FY 17/18<br>3,333 FY 16/17          | 4,364 FY 18/19<br>4,156 FY 17/18          | 1,798 FY 18/19<br>2,404 FY 17/18          | 3,296 FY 19/20<br>3,200 FY 18/19 (proj)   |
| Result          | Percentage of OLA standards met, as required in IGA                            | N/A                                       | 67%                                       | 67%                                       | 67%                                       | 67%                                       |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

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

Explanation: 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.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>96,067</b>      | <b>75,541</b>      | <b>446,327</b>                | <b>446,327</b>                    | <b>435,998</b>                | <b>(10,329)</b>                | <b>-2.3%</b>                        |
| State Grants & Revenues                         | 5,513              | 5,765              | 5,765                         | 5,713                             | 5,713                         | (52)                           | -0.9%                               |
| Local Grants & Revenues                         | 860,000            | 1,130,000          | 1,396,670                     | 1,265,000                         | 1,420,264                     | 23,594                         | 1.7%                                |
| Charges for Service                             | 2,583              | 2,654              | 97,085                        | 56,000                            | 148,504                       | 51,419                         | 53.0%                               |
| Fines & Penalties                               | 12,745             | 12,325             | 11,000                        | 11,000                            | 12,000                        | 1,000                          | 9.1%                                |
| Other Revenues                                  | 827                | 170,799            | 600                           | 34,000                            | 600                           | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>881,668</b>     | <b>1,321,543</b>   | <b>1,511,120</b>              | <b>1,371,713</b>                  | <b>1,587,081</b>              | <b>75,961</b>                  | <b>5.0%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>977,735</b>     | <b>1,397,084</b>   | <b>1,957,447</b>              | <b>1,818,040</b>                  | <b>2,023,079</b>              | <b>65,632</b>                  | <b>3.4%</b>                         |
| Personnel Services                              | 482,501            | 547,902            | 1,015,962                     | 781,760                           | 939,683                       | (76,279)                       | -7.5%                               |
| Materials & Services                            | 319,170            | 287,109            | 526,524                       | 423,724                           | 476,304                       | (50,220)                       | -9.5%                               |
| Cost Allocation Charges                         | 100,522            | 115,746            | 126,558                       | 126,558                           | 102,528                       | (24,030)                       | -19.0%                              |
| Capital Outlay                                  | -                  | -                  | 196,956                       | 50,000                            | 276,956                       | 80,000                         | 40.6%                               |
| <b>Operating Expenditure</b>                    | <b>902,193</b>     | <b>950,757</b>     | <b>1,866,000</b>              | <b>1,382,042</b>                  | <b>1,795,471</b>              | <b>(70,529)</b>                | <b>-3.8%</b>                        |
| Contingency                                     | -                  | -                  | 91,447                        | -                                 | 227,608                       | 136,161                        | 148.9%                              |
| <b>Total Exp - Including Special Categories</b> | <b>902,193</b>     | <b>950,757</b>     | <b>1,957,447</b>              | <b>1,382,042</b>                  | <b>2,023,079</b>              | <b>65,632</b>                  | <b>3.4%</b>                         |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 5.00               | 5.00               | 6.00                          | 6.00                              | 5.25                          | (0.75)                         | -12.5%                              |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 4.00               | 4.00               | -                             | 4.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.00               | 1.00               | -                             | 2.00                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

In FY 17-18, the County and the City of Gladstone entered into a Settlement Agreement which contemplates the construction of two new libraries, one located within the City of Gladstone, and one located in unincorporated Clackamas County within the Oak Lodge Library service area with a specific site to be determined after appropriate public input. During the same period, the North Clackamas Parks and Recreation District (NCPRD), a division of BCS, finalized the acquisition of the Concord Elementary School from the North Clackamas School District. A citizen Task Force has been established and charged with recommending the best future use(s) of the Concord School property, and evaluating the suitability of the Concord School property as both an NCPRD facility and a potential site for a new Oak Lodge Library.

It is anticipated that in FY 19-20, the City of Gladstone will transfer operations of the Gladstone Library to the County. The *Oak Lodge Library Program* and the *Gladstone Library Program* will be operated under a "one library, two building" model, sharing staff and resources to realize operational efficiencies and achieve economies of scale.







**Purpose Statement**

The purpose of the Gladstone Library Program is to 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.

**Performance Narrative Statement**

The new Gladstone Library Program adopted a budget of \$978,549 as its initial funding level. These resources will serve approximately 200,000 material checkouts and provide a collection of 45,000 items at the Gladstone Library. Reaching these targets will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

**Key Performance Measures**

|  |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | Actual as<br>of (12/31/18) | FY 19-20<br>Target                        |
|--|--|--------------------|--------------------|--------------------|----------------------------|---|
|  Result   | Percentage of items checked out versus items in collection (turnover rate)     | N/A                | N/A                | N/A                | N/A                        | 78%                                       |
| Demand / Output  | Number of non-duplicated items checked out / Number of items in the collection | N/A                | N/A                | N/A                | N/A                        | 35,100 checked out / 45,000 in collection |
|  Result   | Borrowers as a percentage of the resident population                           | N/A                | N/A                | N/A                | N/A                        | 38%                                       |
| Demand / Output  | Number of borrowers / Resident population                                      | N/A                | N/A                | N/A                | N/A                        | 7,925 borrowers / 20,856 population       |
|  Result | Year-over-year increase in attendance for programmed events                    | N/A                | N/A                | N/A                | N/A                        | 3%  |
| Demand / Output  | Number of program attendees / Number of program attendees for prior year       | N/A                | N/A                | N/A                | N/A                        | 3,090 FY 19/20<br>3,000 FY 18/19 (est)    |
|  Result | Percentage of OLA standards met, as required in IGA                            | N/A                | N/A                | N/A                | N/A                        | 100%                                      |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

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

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

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



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | (51,421)                      | (51,421)                       | 0%                                  |
| State Grants & Revenues                         | -                  | -                  | -                             | -                                 | 2,944                         | 2,944                          | 0%                                  |
| Local Grants & Revenues                         | -                  | -                  | -                             | -                                 | 811,826                       | 811,826                        | 0%                                  |
| Charges for Service                             | -                  | -                  | -                             | -                                 | 1,000                         | 1,000                          | 0%                                  |
| Fines & Penalties                               | -                  | -                  | -                             | -                                 | 9,000                         | 9,000                          | 0%                                  |
| Other Revenues                                  | -                  | -                  | -                             | 63,832                            | 205,200                       | 205,200                        | 0%                                  |
| <b>Operating Revenue</b>                        | -                  | -                  | -                             | 63,832                            | 1,029,970                     | 1,029,970                      | 0%                                  |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | -                             | 63,832                            | 978,549                       | 978,549                        | 0%                                  |
| Personnel Services                              | -                  | -                  | -                             | 100,000                           | 645,740                       | 645,740                        | 0%                                  |
| Materials & Services                            | -                  | -                  | -                             | 15,253                            | 270,332                       | 270,332                        | 0%                                  |
| <b>Operating Expenditure</b>                    | -                  | -                  | -                             | 115,253                           | 916,072                       | 916,072                        | 0%                                  |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | 25,000                        | 25,000                         | 0%                                  |
| Contingency                                     | -                  | -                  | -                             | -                                 | 37,477                        | 37,477                         | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | -                             | 115,253                           | 978,549                       | 978,549                        | 0%                                  |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | 4.75                          | 4.75                           | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

In FY 17-18, the County entered into a Settlement Agreement with the City of Gladstone which contemplated (in part) that the County would construct and operate a new 6,000 square foot Gladstone Library on the current site of Gladstone City Hall. A citizen Task Force has been established to assist with assessing the needs of Gladstone library users and to make recommendations on the programming and design of the new library.

It is anticipated that in FY 19-20, the City of Gladstone will transfer operations of the Gladstone Library to the County. The *Oak Lodge Library Program* and the *Gladstone Library Program* will be operated under a "one library, two building" model, sharing staff and resources to realize operational efficiencies and achieve economies of scale. The County will receive the City of Gladstone's annual Library District distribution, and the City will contribute an additional \$200,000 per year from the City's General Fund.



# Parks, Golf & Recreation

## Stone Creek Golf Club




### Purpose Statement

The purpose of the Stone Creek Golf Club Program is to provide golf rounds and golf-related services to charities, clients, and the golfing community so they can have an enjoyable and reasonably priced golfing experience while providing a supplemental source of funding for County Parks.

### Performance Narrative Statement

The Stone Creek Golf Club Program adopted a budget of \$3,607,059, a continuation of the current funding level. These resources will provide golf patrons the opportunity to book events and golf during the available tee times on "playable days". The resources will also provide a transfer of funds of \$200,000 to the County Parks Program to support operations. Reaching these targets will help clients and the golfing community to have an enjoyable and reasonably priced golfing experience while providing a supplemental source of funding for County Parks.

### Key Performance Measures

|   |  | FY 16-17<br>Actual                                | FY 17-18<br>Actual                                | FY 18-19<br>Target                                | Actual as<br>of (12/31/18)                        | FY 19-20<br>Target                                |
|---|--|---|---|---|---|---|
|  Result   | Percentage of available tee times being filled during "playable golf days"             | 66%   | 63%   | 73%   | 58%   | 73%   |
| Demand / Output   | Number of golf rounds available / Number of tee times filled                           | 74,503 rounds available / 49,251 tee times filled | 79,000 rounds available / 49,808 tee times filled | 74,000 rounds available / 54,000 tee times filled | 46,603 rounds available / 27,218 tee times filled | 75,000 rounds available / 55,000 tee times filled |
|  Result | Revenues as a percentage of expenditures (cost recovery)                               | 113%  | 120%  | 121%  | 142%  | 122%  |
|  Result | Golf Club net proceeds contributed to County Parks division to fund ongoing operations | N/A   | \$250,000   | \$324,500   | \$0   | \$200,000   |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

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

Land was purchased and developed by the *County Parks Program* with the intent to generate a long-term sustainable revenue stream from *Stone Creek Golf Club Program* operations that would go directly to the *County Parks Program* to support operations and maintenance needs. The *Stone Creek Golf Club Program* features a Peter Jacobsen/Jim Hardy scenically-designed course with spectacular views of Mt. Hood and is an International Audubon Sanctuary. The golf course is laid out over 120 acres of land with old-growth Douglas Firs, lakes, four wetlands, and forty-three bunkers. The County contracts with Gordon Tolbert, owner of Total Golf Management Services, LLC (TGM), who manages, operates and maintains the golf course. The *Stone Creek Golf Club Program* has received several awards and recognitions over the years including Golf Digest's Best Places to Play in 2006-2007, and #6 on the list of most Eco-Friendly Golf Courses in America by Links Golf Magazine in January 2013.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>888,449</b>     | <b>775,819</b>     | <b>861,314</b>                | <b>861,352</b>                    | <b>750,059</b>               | <b>(111,255)</b>               | <b>-12.9%</b>                       |
| Charges for Service                             | 2,528,583          | 2,668,427          | 2,850,521                     | 2,750,000                         | 2,850,000                    | (521)                          | 0.0%                                |
| Other Revenues                                  | 6,848              | 7,703              | 4,500                         | 8,500                             | 7,000                        | 2,500                          | 55.6%                               |
| <b>Operating Revenue</b>                        | <b>2,535,431</b>   | <b>2,676,130</b>   | <b>2,855,021</b>              | <b>2,758,500</b>                  | <b>2,857,000</b>             | <b>1,979</b>                   | <b>0.1%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>3,423,880</b>   | <b>3,451,949</b>   | <b>3,716,335</b>              | <b>3,619,852</b>                  | <b>3,607,059</b>             | <b>(109,276)</b>               | <b>-2.9%</b>                        |
| Materials & Services                            | 2,178,982          | 2,277,074          | 2,401,111                     | 2,386,111                         | 2,486,457                    | 85,346                         | 3.6%                                |
| Cost Allocation Charges                         | 6,155              | 7,107              | 8,598                         | 8,598                             | 11,499                       | 2,901                          | 33.7%                               |
| Capital Outlay                                  | 162,924            | 56,415             | 179,800                       | 175,084                           | 288,000                      | 108,200                        | 60.2%                               |
| <b>Operating Expenditure</b>                    | <b>2,348,061</b>   | <b>2,340,596</b>   | <b>2,589,509</b>              | <b>2,569,793</b>                  | <b>2,785,956</b>             | <b>196,447</b>                 | <b>7.6%</b>                         |
| Special Payments                                | -                  | -                  | 5,000                         | -                                 | 5,000                        | -                              | 0%                                  |
| Interfund Transfers                             | 300,000            | 250,000            | 324,500                       | 300,000                           | 200,000                      | (124,500)                      | -38.4%                              |
| Reserve for Future Expenditures                 | -                  | -                  | 530,561                       | -                                 | 366,065                      | (164,496)                      | -31.0%                              |
| Contingency                                     | -                  | -                  | 266,765                       | -                                 | 250,038                      | (16,727)                       | -6.3%                               |
| <b>Total Exp - Including Special Categories</b> | <b>2,648,061</b>   | <b>2,590,596</b>   | <b>3,716,335</b>              | <b>2,869,793</b>                  | <b>3,607,059</b>             | <b>(109,276)</b>               | <b>-2.9%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                     | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | -                            | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                            | -                              |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                            | -                              |                                     |

**Significant Issues and Changes**

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

With the approval of the Board of County Commissioners in July 2012, the *Forest and Timber Management Program* began an accelerated timber harvest program with the goal of defeasing \$3,775,000 of *Stone Creek Golf Club Program* debt. The debt was paid off in November 2013, saving the County approximately \$1 million in interest expense. Defeasing the debt helped ensure a long-term sustainable revenue stream for the *County Parks Program*.

In FY 18-19, the *Stone Creek Golf Club Program* installed an emergency access road into the facility. This road will significantly decrease the time it takes for first responders to get to the Stone Creek Golf Club in cases of medical or other emergencies.






**Purpose Statement**

The purpose of the County Parks program is to provide outdoor recreation, camping, and land stewardship services to residents and visitors so they can experience clean, safe, and healthy recreation and natural resource opportunities in rural Clackamas County.

**Performance Narrative Statement**

The County Parks Program adopted a budget of \$3,251,257, a continuation of the current funding level. These resources will provide over 11,000 campsite reservations during "Peak" days at 210 campsites and a projected 90% occupancy rate in County Parks. During "Off-Peak" days these resources will provide approximately 15,000 campsite reservations at 210 campsites and a projected 50% occupancy rate in County Parks. Reaching these targets will provide residents and visitors with clean, safe and healthy recreation opportunities in Clackamas County.

**Key Performance Measures**

|   |  | FY 16-17<br>Actual | FY 17-18<br>Actual                 | FY 18-19<br>Target                  | Actual as<br>of (12/31/18)         | FY 19-20<br>Target                  |
|---|--|--------------------|------------------------------------|-------------------------------------|------------------------------------|-------------------------------------|
|  Result   | Peak <sup>1</sup> rate of occupancy in campsites   | N/A                | 68%                                | 92%                                 | 66%                                | 90%                                 |
| Demand /<br>Output  | Number of peak campsite reservations filled /<br>Number of peak campsite reservations available            | N/A                | 9,610 filled /<br>14,134 available | 13,003 filled /<br>14,134 available | 5,960 filled /<br>9,099 available  | 11,048 filled /<br>12,276 available |
|  Result   | Off-Peak <sup>2</sup> rate of occupancy in campsites   | N/A                | 32%                                | 50%                                 | 38%                                | 50%                                 |
| Demand /<br>Output  | Number of off-peak campsite reservations filled /<br>Number of off-peak campsite reservations<br>available | N/A                | 6,058 filled /<br>19,056 available | 9,528 filled /<br>19,056 available  | 4,465 filled /<br>11,852 available | 15,277 filled /<br>30,555 available |
|  Result | Percentage of visitors who score their park<br>experience as clean or very clean, and safe or<br>very safe | N/A <sup>3</sup>   | 95%                                | 95%                                 | N/A <sup>4</sup>                   | 95%                                 |

<sup>1</sup> Prior to FY 19-20, 'peak' was defined as Fri/Sat/Sun. Starting with FY 19-20, peak is defined as Fri/Sat.

<sup>2</sup> Prior to FY 19-20, 'off-peak' was defined as Mon-Thu. Starting with FY 19-20, 'off-peak' is defined as Sun-Thu.

<sup>3</sup> Survey not conducted in FY 16/17.

<sup>4</sup> FY 18-19 survey conducted in Nov. 2018. Results will be available in Q3.

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

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

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

The *County Parks Program* has budgeted to receive **grant funding** from the Oregon Parks and Recreation Department grant program for the Metzler Campground restroom project. In addition, the *County Parks Program* anticipates receiving a grant from Tourism (as well as additional financial support from DTD) for the Barton Park Master Plan. Finally, the *County Parks Program* will seek a grant from Oregon State Marine Board to fund paving and repairs of the boat ramp and parking lot at Carver Park. Any matching funds required will be provided via an interfund transfer from the *Forest and Timber Management Program* where dollars have been set aside for capital asset repair and replacement in the *County Parks Program*.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>458,347</b>     | <b>1,190,313</b>   | <b>1,300,464</b>              | <b>1,300,464</b>                  | <b>703,922</b>                | <b>-596,542</b>                | <b>-45.9%</b>                       |
| Federal Grants & Revenues                       | 4,178              | 1,350              | 1,350                         | 1,350                             | 1,350                         | -                              | 0%                                  |
| State Grants & Revenues                         | 1,022,803          | 719,888            | 1,026,500                     | 673,946                           | 816,000                       | (210,500)                      | -20.5%                              |
| Charges for Service                             | 876,616            | 981,154            | 871,811                       | 868,851                           | 1,009,256                     | 137,445                        | 15.8%                               |
| Other Revenues                                  | 103,212            | 61,780             | 29,415                        | 28,871                            | 29,000                        | -415                           | -1.4%                               |
| Interfund Transfers                             | 1,174,207          | 775,259            | 832,622                       | 660,054                           | 691,729                       | -140,893                       | -16.9%                              |
| <b>Operating Revenue</b>                        | <b>3,181,016</b>   | <b>2,539,431</b>   | <b>2,761,698</b>              | <b>2,233,072</b>                  | <b>2,547,335</b>              | <b>-214,363</b>                | <b>-7.8%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>3,639,363</b>   | <b>3,729,744</b>   | <b>4,062,162</b>              | <b>3,533,536</b>                  | <b>3,251,257</b>              | <b>-810,905</b>                | <b>-20.0%</b>                       |
| Personnel Services                              | 980,997            | 982,442            | 1,148,164                     | 1,146,017                         | 1,308,102                     | 159,938                        | 13.9%                               |
| Materials & Services                            | 574,115            | 612,273            | 746,185                       | 656,330                           | 631,291                       | -114,894                       | -15.4%                              |
| Cost Allocation Charges                         | 198,427            | 202,566            | 228,979                       | 228,979                           | 244,594                       | 15,615                         | 6.8%                                |
| Capital Outlay                                  | 695,511            | 631,999            | 1,365,500                     | 798,288                           | 831,300                       | -534,200                       | -39.1%                              |
| <b>Operating Expenditure</b>                    | <b>2,449,050</b>   | <b>2,429,280</b>   | <b>3,488,828</b>              | <b>2,829,614</b>                  | <b>3,015,287</b>              | <b>-473,541</b>                | <b>-13.6%</b>                       |
| Special Payments                                | -                  | -                  | -                             | -                                 | 50,000                        | 50,000                         | 0%                                  |
| Reserve for Future Expenditures                 | -                  | -                  | 261,001                       | -                                 | -                             | -261,001                       | -100.0%                             |
| Contingency                                     | -                  | -                  | 312,333                       | -                                 | 185,970                       | -126,363                       | -40.5%                              |
| <b>Total Exp - Including Special Categories</b> | <b>2,449,050</b>   | <b>2,429,280</b>   | <b>4,062,162</b>              | <b>2,829,614</b>                  | <b>3,251,257</b>              | <b>-810,905</b>                | <b>-20.0%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>204,207</b>     | <b>205,259</b>     | <b>208,122</b>                | <b>208,122</b>                    | <b>210,882</b>                | <b>2,760</b>                   | <b>1.3%</b>                         |
| Full Time Equiv Pos (FTE) Budgeted              | 5.64               | 5.64               | 5.64                          | 5.64                              | 5.64                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.64               | 5.64               | -                             | 5.64                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

Since 2016, the *County Parks Program* has focused on the replacement of aging infrastructure to meet the public's expectations for clean and safe park facilities. In recent years, the *County Parks Program*, in partnership with Oregon Parks and Recreation Department and Oregon State Marine Board, has been able to leverage its capital reserve funds to replace aged and unsafe playground structures in Barton, Metzler, and Feyrer Parks, replace a failing dock at Hebb Park, and replace failing bathrooms and improve ADA access at Barton Park. In addition, the *County Parks Program* has been able to rehabilitate a fire pond at Barton Park to meet defensible space objectives and complete the demolition of the structurally unsound Dorman Center at Hoodland Park. Completion of these projects has significantly reduced the backlog of deferred capital repair/replace projects estimated in 2012 to be at \$4.8 million dollars.

In FY 19-20, the County Parks Program anticipates completing a Master Plan for 27 acres of undeveloped land within Barton Park. Demands for camping and day use at Barton are reaching capacity maximums. It is anticipated the Master Plan will examine options for managing the high demand that currently exists from the completion of the Springwater Corridor and Cazadero regional trail segments, as well as options (including shuttle service) for addressing congestion and traffic issues caused by the popularity of the Barton-Carver float.





## Forest & Timber Management




### Purpose Statement

The purpose of the Forest and Timber Management Program is to provide County timberland asset management in order to provide revenue to the County Parks Program and information to the Agriculture and Forest Economic Development Program so they can sustainably fund County Park operations and use the knowledge gained to enhance park and forest health now and for future generations.

### Performance Narrative

The Forest and Timber Management Program adopted a budget of \$4,260,901, a continuation of the current funding level. These resources will provide County Parks with a projected \$280,847 in support for capital projects and operations. These resources will also provide removal of 20 tons of debris from 50 dumpsites. Reaching these targets will provide revenue to the County Parks Program and enhance park and forest health now and for future generations.

### Key Performance Measures

|  |   | FY 16-17<br>Actual          | FY 17-18<br>Actual          | FY 18-19<br>Target                            | Actual as<br>of (12/31/18)                    | FY 19-20<br>Target                              |
|--|---|-----------------------------|-----------------------------|---|---|---|
|  Result   | Percentage of reported dumpsites cleaned via Dump Stoppers program  | 100%                        | 86%                         | 100%  | 100%  | 100%  |
| Demand / Output  | Number of dumpsites reported<br>Number of dumpsites cleaned   | 52 reported /<br>52 cleaned | 56 reported /<br>48 cleaned | 50 reported /<br>50 cleaned                   | 28 reported /<br>28 cleaned                   | 50 reported /<br>50 cleaned                     |
|  Result   | Percentage change in timber growth as measured by Current Volume / Baseline Volume  | N/A                         | N/A                         | 10%   | 10%   | 10%   |
| Demand / Output  | Baseline Volume as measured from 2017 inventory / Current Volume as measured from 2017 inventory  | N/A                         | N/A                         | 30 million board feet / 33 million board feet | 30 million board feet / 33 million board feet | 33 million board feet / 36.3 million board feet |
| Output   | Timber harvested - measured per Million Board Feet<br><i>Note: A board foot is a unit of volume for timber and is one foot long, one foot wide, and one inch thickness.</i> | 0 million board feet        | 0 million board feet        | 5 million board feet                          | 0 million board feet                          | 2.5 million board feet                          |
|  Result | Number of logging and mill jobs supported from timber harvests on County owned timberlands  | N/A                         | N/A                         | 75 <sup>1</sup>                               | 0   | 30 <sup>2</sup>                                 |

<sup>1</sup> For FY 18-19, estimated # of jobs supported per MBF of timber harvested is 15.

<sup>2</sup> For FY 19-20, estimated # of jobs supported per MBF of timber harvested is 12. This updated figure is more consistent with industry-standard estimates.

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  Y

Explain all "Yes" boxes below

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

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

Explanation: The *Forest and Timber Management Program* is **mandated** by the Oregon Department of Forestry to comply with the Oregon Forest Practices Act (OFPA). The OFPA sets standards for all commercial activities involving the establishment, management, or harvesting of trees on Oregon's forestlands. Requirements include an approved pre-operation plan, oversight of timber operations including fire protection and slash pile burning, ensuring reforestation is conducted following harvest, meeting clean water act rules for protecting water quality, and enforcing corrective actions when violations occur.

The management of County Forest Trust Lands is listed on the Association of Counties' list as a **shared state-county service**.

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



Forest & Timber Management

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>4,731,369</b>   | <b>2,643,751</b>   | <b>3,341,393</b>              | <b>3,341,392</b>                  | <b>3,134,335</b>              | <b>(207,058)</b>            | <b>-6.2%</b>                     |
| Prior Year Revenue                              | -                  | 821                | -                             | -                                 | -                             | -                           | 0%                               |
| Federal Grants & Revenues                       | 74,156             | 80,290             | 50,000                        | 70,608                            | 102,176                       | 52,176                      | 104.4%                           |
| Charges for Service                             | 333                | 2,879              | 600                           | 600                               | 400                           | (200)                       | -33.3%                           |
| Fines & Penalties                               | 422                | 524                | 400                           | 400                               | 350                           | (50)                        | 0%                               |
| Other Revenues                                  | 39,192             | 1,889,346          | 1,257,175                     | 1,215,519                         | 948,640                       | (308,535)                   | -24.5%                           |
| Interfund Transfers                             | -                  | 75,000             | 75,000                        | 75,000                            | 75,000                        | -                           | 0%                               |
| <b>Operating Revenue</b>                        | <b>114,103</b>     | <b>2,048,860</b>   | <b>1,383,175</b>              | <b>1,362,127</b>                  | <b>1,126,566</b>              | <b>(256,609)</b>            | <b>-18.6%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | <b>4,845,472</b>   | <b>4,692,611</b>   | <b>4,724,568</b>              | <b>4,703,519</b>                  | <b>4,260,901</b>              | <b>(463,667)</b>            | <b>-9.8%</b>                     |
| Personnel Services                              | 405,047            | 458,570            | 515,932                       | 432,752                           | 558,585                       | 42,653                      | 8.3%                             |
| Materials & Services                            | 241,980            | 249,785            | 712,884                       | 864,700                           | 573,216                       | (139,668)                   | -19.6%                           |
| Cost Allocation Charges                         | 50,302             | 54,685             | 63,600                        | 63,600                            | 70,942                        | 7,342                       | 11.5%                            |
| Capital Outlay                                  | 834,391            | 268,177            | 1,139,547                     | 56,200                            | 776,712                       | (362,835)                   | -31.8%                           |
| <b>Operating Expenditure</b>                    | <b>1,531,720</b>   | <b>1,031,217</b>   | <b>2,431,963</b>              | <b>1,417,252</b>                  | <b>1,979,455</b>              | <b>(452,508)</b>            | <b>-18.6%</b>                    |
| Special Payments                                | -                  | -                  | 5,000                         | -                                 | 10                            | (4,990)                     | -99.8%                           |
| Interfund Transfers                             | 670,000            | 320,000            | 300,000                       | 151,932                           | 280,847                       | (19,153)                    | -6.4%                            |
| Reserve for Future Expenditures                 | -                  | -                  | 1,858,363                     | -                                 | 1,888,589                     | 30,226                      | 1.6%                             |
| Contingency                                     | -                  | -                  | 129,242                       | -                                 | 112,000                       | (17,242)                    | -13.3%                           |
| <b>Total Exp - Including Special Categories</b> | <b>2,201,720</b>   | <b>1,351,217</b>   | <b>4,724,568</b>              | <b>1,569,184</b>                  | <b>4,260,901</b>              | <b>(463,667)</b>            | <b>-9.8%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                    | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 2.76               | 2.76               | 3.26                          | 3.26                              | 3.26                          | -                           | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 2.76               | 2.76               | 3.26                          | 3.26                              | 3.26                          | -                           |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                           |                                  |

**Significant Issues and Changes**

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

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

The *Forest and Timber Management Program* currently owns and manages 3,200 acres of forestlands. The lands are managed with the goal of having healthy forests that produce timber on a sustainable level, protect natural resources and contribute to jobs in rural communities. The net revenue generated from timber sales supports *County Park Program* operations and also contributes to capital reserves for the repair and replacement of capital assets.

The Board of County Commissioners on February 6, 2018 approved an expansion of the County Forest Strategic Acquisition Program which will allow for the purchase of up to 2,500 acres of additional forestland. This will result in increased revenue generation for the *County Parks Program* and meet climate change goals for carbon sequestration and carbon credit capture. The cost of acquisition to expand the timber program by 2,500 acres is estimated at \$4 million dollars with the qualifying criteria that the acquired timberlands will produce positive cash flow for bond/debt payment requirements and preservation of capital reserves. While the purchase of additional forestland remains a priority, BCS does not anticipate pursuing a purchase in FY 19-20 so that staff may focus on other, higher-priority projects and initiatives.



Property Disposition


**Purpose Statement**

The Purpose of the Property Disposition Program is to provide management and disposition of tax foreclosed properties and County-owned nonproductive timber land to Clackamas County, Municipalities, Special Districts, and the public so they can receive the value of the assets being repurposed for public benefit or sold to become a private, tax-producing asset.

**Performance Narrative Statement**

The Property Disposition Program adopted a budget of \$2,761,998, a continuation of the current funding level. These resources will result in a reduction of 10% in tax foreclosed properties in the "Held for Resale" inventory. Reaching this target will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

**Key Performance Measures**

|   |   | FY 16-17 Actual                        | FY 17-18 Actual                       | FY 18-19 Target                        | Actual as of (12/31/18)                | FY 19-20 Target                        |
|---|---|--|---------------------------------------|--|--|--|
|  Result | Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory  | (16%)                                  | 20%                                   | (11%)                                  | (2%)                                   | (10%)                                  |
| Demand / Output   | Number of "Held for Resale" properties in inventory at the beginning of the period / Net change in number of "Held for Resale" properties | 49 beginning inventory / -8 net change | 41 beginning inventory / 8 net change | 46 beginning inventory / -5 net change | 49 beginning inventory / -1 net change | 40 beginning inventory / -4 net change |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

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

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



Property Disposition

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>1,436,659</b>   | <b>1,695,542</b>   | <b>1,784,092</b>              | <b>1,784,092</b>                  | <b>2,375,037</b>              | <b>590,945</b>                 | <b>33.1%</b>                     |
| Prior Year Revenue                              | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Taxes   | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Licenses & Permits                              | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Federal Grants & Revenues                       | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| State Grants & Revenues                         | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Local Grants & Revenues                         | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Charges for Service                             | 509,788            | 488,000            | 1,259,001                     | 1,238,848                         | 386,961                       | (872,040)                      | -69.3%                           |
| Fines & Penalties                               | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Other Revenues                                  | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Interfund Transfers                             | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Revenue</b>                        | <b>509,788</b>     | <b>488,000</b>     | <b>1,259,001</b>              | <b>1,238,848</b>                  | <b>386,961</b>                | <b>(872,040)</b>               | <b>-69.3%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,946,447</b>   | <b>2,183,542</b>   | <b>3,043,093</b>              | <b>3,022,940</b>                  | <b>2,761,998</b>              | <b>(281,095)</b>               | <b>-9.2%</b>                     |
| Personnel Services                              | 140,616            | 159,930            | 217,535                       | 218,406                           | 195,302                       | (22,233)                       | -10.2%                           |
| Materials & Services                            | 91,602             | 201,288            | 429,168                       | 215,368                           | 161,761                       | (267,407)                      | -62.3%                           |
| Indirect Costs (Internal Dept Chgs)             | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Cost Allocation Charges                         | 18,686             | 24,115             | 24,129                        | 24,129                            | 25,178                        | 1,049                          | 4.3%                             |
| Capital Outlay                                  | -                  | 14,118             | 90,000                        | 90,000                            | 360,000                       | 270,000                        | 300.0%                           |
| <b>Operating Expenditure</b>                    | <b>250,904</b>     | <b>399,451</b>     | <b>760,832</b>                | <b>547,903</b>                    | <b>742,241</b>                | <b>(18,591)</b>                | <b>-2.4%</b>                     |
| Debt Service                                    | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Special Payments                                | -                  | -                  | 250,000                       | 100,000                           | 50,000                        | (200,000)                      | 0%                               |
| Interfund Transfers                             | -                  | -                  | -                             | -                                 | 100,000                       | 100,000                        | 0%                               |
| Reserve for Future Expenditures                 | -                  | -                  | 1,783,714                     | -                                 | 1,708,855                     | (74,859)                       | -4.2%                            |
| Contingency                                     | -                  | -                  | 248,547                       | -                                 | 160,902                       | (87,645)                       | -35.3%                           |
| <b>Total Exp - Including Special Categories</b> | <b>250,904</b>     | <b>399,451</b>     | <b>3,043,093</b>              | <b>647,903</b>                    | <b>2,761,998</b>              | <b>(281,095)</b>               | <b>-9.2%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 1.20               | 1.20               | 1.40                          | 1.40                              | 1.40                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 1.20               | 1.20               | 1.40                          | 1.40                              | 1.40                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |

**Significant Issues and Changes**

Exposure to unknown hazardous property conditions can create a significant risk and financial liability to the *Property Disposition Program*. As the program does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax foreclosed properties. Per a Board-approved policy update in September 2018, the *Property Disposition Program* maintains reserves of \$100,000 for capital, \$500,000 for property cleanup and unknown liabilities, and an amount equivalent to four (4) years of operating expenses.



Tax Title Land

**Purpose Statement**

The purpose of the Tax Title Land Program is to provide management and disposition of tax foreclosed properties and County-owned nonproductive timberland to Clackamas County, Municipalities, Special Districts, and the public so they can receive the value of the assets being repurposed for public benefit or sold to become a private, tax-producing asset.

**Performance Narrative Statement**

The Tax Title Land Program adopted a budget of \$476,961, a continuation of the current funding level. Resources received from auction proceeds and other property sales provide an administration fee to the Property Disposition Program to reimburse costs related to the management of tax foreclosed properties in Clackamas County. Reimbursing the program management costs will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

**Key Performance Measures**

|                 |   | FY 16-17 Actual                        | FY 17-18 Actual                       | FY 18-19 Target                        | Actual as of (12/31/18)                | FY 19-20 Target                        |
|-----------------|---|--|---------------------------------------|--|--|--|
| Result          | Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory  | (16%)                                  | 20%                                   | (11%)                                  | (2%)                                   | (10%)                                  |
| Demand / Output | Number of "Held for Resale" properties in inventory at the beginning of the period / Net change in number of "Held for Resale" properties | 49 beginning inventory / -8 net change | 41 beginning inventory / 8 net change | 46 beginning inventory / -5 net change | 49 beginning inventory / -1 net change | 40 beginning inventory / -4 net change |
| Demand          | Number of "Held" tax foreclosed properties in inventory   | 135                                    | 130                                   | 125                                    | 132                                    | 130                                    |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation: The *Tax Title Land Program* accounts for the tax foreclosed County real properties as **mandated** under ORS Chapter 275. The County annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the County in lieu of uncollected taxes. The properties are then typically sold at public auction, transferred to other government agencies for public use, or sold via private sale. The *Tax Title Land Program* receives the proceeds from the sale of the properties, and reimburses the *Property Disposition Program* for all costs associated with the management and disposal of the foreclosed properties.



Assets

Tax Title Land

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | 2,948              | 83,328             | 134,640                       | 134,640                           | -                             | (134,640)                      | -100.0%                             |
| Miscellaneous Revenue                           | 10,659             | 16,955             | 9,400                         | 15,000                            | 15,000                        | 5,600                          | 59.6%                               |
| Other Financing Sources                         | 592,010            | 694,459            | 1,450,961                     | 1,238,445                         | 461,961                       | (989,000)                      | -68.2%                              |
| <b>Operating Revenue</b>                        | <b>602,669</b>     | <b>711,414</b>     | <b>1,460,361</b>              | <b>1,253,445</b>                  | <b>476,961</b>                | <b>(983,400)</b>               | <b>-67.3%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>605,617</b>     | <b>794,742</b>     | <b>1,595,001</b>              | <b>1,388,085</b>                  | <b>476,961</b>                | <b>(1,118,040)</b>             | <b>-70.1%</b>                       |
| Materials & Services                            | 509,788            | 488,000            | 1,259,001                     | 1,238,848                         | 386,961                       | (872,040)                      | -69.3%                              |
| <b>Operating Expenditure</b>                    | <b>509,788</b>     | <b>488,000</b>     | <b>1,259,001</b>              | <b>1,238,848</b>                  | <b>386,961</b>                | <b>(872,040)</b>               | <b>-69.3%</b>                       |
| Special Payments                                | 12,501             | 172,102            | 336,000                       | 149,237                           | 90,000                        | (246,000)                      | -73.2%                              |
| <b>Total Exp - Including Special Categories</b> | <b>522,289</b>     | <b>660,102</b>     | <b>1,595,001</b>              | <b>1,388,085</b>                  | <b>476,961</b>                | <b>(1,118,040)</b>             | <b>-70.1%</b>                       |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |

**Significant Issues and Changes**

Per ORS Chapter 275, when net proceeds from surplus property sales and transfers exceed *Tax Title Land* program expenses (including reserve requirements and management and administration costs incurred by the *Property Disposition Program*), these excess funds are distributed to all taxing entities within Clackamas County. Actual distribution and dollar amounts will vary from year to year.



## **General County Administration**

### **Board of County Commissioners**

**Jim Bernard - Chair  
Sonya Fischer  
Ken Humberston  
Paul Savas  
Martha Schrader**

**Website Address: <http://www.clackamas.us/bcc/>**

**County Administration  
Gary Schmidt – County Administrator  
Laurel Butman – Deputy County Administrator**

**Website Address: <http://www.clackamas.us/admin/>**

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



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**CLACKAMAS**  
C O U N T Y





## County Commission (BCC) & County Administration

### Department Mission

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

The mission of County Administration is to provide leadership, support and problem solving services to the Board of County Commissioners, County Departments and members of our community so they can provide and experience responsive, effective government

## County Commission (BCC) & County Administration

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

FTE 18.42

Total Request \$ 4,498,528

General Fund Support \$ 2,384,178

|   |   |
|---|---|
| <div style="background-color: #d9ead3; padding: 5px; border: 1px solid black;"> <p><b>County Administration</b><br/>Gary Schmidt<br/>FTE 13.42<br/>Total Request<br/>\$2,567,323</p> <p style="background-color: yellow; border: 1px solid black;">Gen Fund \$ 452,973</p> </div>               | <div style="background-color: #d9ead3; padding: 5px; border: 1px solid black;"> <p><b>Board of County Commissioners</b><br/>Chair Bernard<br/>FTE 5.00<br/>Total Request<br/>\$1,931,205</p> <p style="background-color: yellow; border: 1px solid black;">Gen Fund \$ 1,931,205</p> </div> |
| <div style="background-color: #d9ead3; padding: 5px; border: 1px solid black;"> <p><b>Performance Clackamas</b><br/>Dan Chandler<br/>FTE 1.21<br/>Total Request<br/>\$228,324</p> <p style="background-color: yellow; border: 1px solid black;">Gen Fund \$ 31,384</p> </div>                   | <div style="background-color: #d9ead3; padding: 5px; border: 1px solid black;"> <p><b>Board of County Commissioners</b><br/>Chair Bernard<br/>FTE 5.00<br/>Total Request<br/>\$1,931,205</p> <p style="background-color: yellow; border: 1px solid black;">Gen Fund \$ 1,931,205</p> </div> |
| <div style="background-color: #d9ead3; padding: 5px; border: 1px solid black;"> <p><b>Office of the County Administrator</b><br/>Laurel Butman<br/>FTE 5.20<br/>Total Request<br/>\$981,228</p> <p style="background-color: yellow; border: 1px solid black;">Gen Fund \$ 52,515</p> </div>     |   |
| <div style="background-color: #d9ead3; padding: 5px; border: 1px solid black;"> <p><b>BCC within County Administration</b><br/>Drenda Howatt<br/>FTE 4.80<br/>Total Request<br/>\$905,749</p> <p style="background-color: yellow; border: 1px solid black;">Gen Fund \$ 105,749</p> </div>      |   |
| <div style="background-color: #d9ead3; padding: 5px; border: 1px solid black;"> <p><b>Customer &amp; Community Service</b><br/>Laurel Butman<br/>FTE 1.00<br/>Total Request<br/>\$188,698</p> <p style="background-color: yellow; border: 1px solid black;">Gen Fund \$ -</p> </div>            |   |
| <div style="background-color: #d9ead3; padding: 5px; border: 1px solid black;"> <p><b>Equity, Diversity, &amp; Inclusion</b><br/>Emmett Wheatfall<br/>FTE 1.21<br/>Total Request<br/>\$263,324</p> <p style="background-color: yellow; border: 1px solid black;">Gen Fund \$ 263,324</p> </div> |   |



## County Commission (BCC) & County Administration Department

### Department Budget Summary by Fund

| <i>Line of Business</i>              | FY 19/20     | FY 19/20         | Total Adopted Budget | FY 19/20<br>General Fund Subsidy<br>Included in Proposed<br>Budget** |
|--------------------------------------|--------------|------------------|----------------------|--|
| <i>Program</i>                       | FTE          | Total Budget     | Budget               |  |
| <b>County Administration</b>         |              |                  |                      |  |
| Performance Clackamas                | 1.21         | 228,324          | 228,324              | 31,384   |
| Office of the County Administrator   | 5.20         | 981,228          | 981,228              | 52,515   |
| BCC within County Administration     | 4.80         | 905,749          | 905,749              | 105,749  |
| Customer & Community Service         | 1.00         | 188,698          | 188,698              | -  |
| Equity, Diversity & Inclusion        | 1.21         | 263,324          | 263,324              | 263,324  |
| Total Admin Employee 13.42           |              |                  |                      |  |
| <b>Board of County Commissioners</b> |              |                  |                      |  |
| Board of County Commissioners        | 5.00         | 1,931,205        | 1,931,205            | 1,931,205  |
| <b>TOTAL</b>                         | <b>18.42</b> | <b>4,498,528</b> | <b>4,498,528</b>     | <b>2,384,178</b>   |
| <b>FY 18/19 Budget</b>               | 18.42        | 4,327,845        | 4,327,845            | 2,250,022  |
| <b>\$ Increase (Decrease)</b>        | 0.00         | 170,683          | 170,683              | 134,156  |
| <b>% Increase (Decrease)</b>         | 0.00%        | 3.94%            | 3.94%                | 5.96%  |

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



# County Administration Performance Clackamas

## Purpose Statement

The purpose of the Performance Clackamas program is to provide Budgeting, Consulting, Reporting and Accountability services to County Departments and the Board of County Commissioners so they can achieve the goals of the County's and Individual Department's Strategic Business Plans.

## Performance Narrative Statement

The Performance Clackamas program adopted a budget of \$228,324 for FY 19-20. All BCC-directed departments will be tracking performance information in Clearpoint Strategies, our performance dashboard software. In tracking whether strategic results were "on target," we calculated those where progress could reasonably be determined at this point.

|        |   | FY 16-17 Actuals | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|---|------------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | % of Strategic Results in the adopted County Strategic Plan achieved or annually on target (Target: 100% by 2020)                           | 80%              | 80%             | 85%             | 85%                             | 100%            |
| Result | % of Commission-managed departments with completed Strategic Business Plans (Target: 100% by 2020)  | 60%              | 95%             | 95%             | 95%                             | 100%            |
| Result | % of County budget tied to measurable customer results (Target: 100% by 2020)   | 60%              | 83%             | 90%             | 90%                             | 100%            |
| Result | % of persons surveyed agree or strongly agree that they are satisfied with the services provided by the Office of the County Administrator. | NA               | NA              | NA              | New                             | 85%             |

Program includes:

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



## County Administration Performance Clackamas

### Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg. from<br>Prior Yr.<br>Budget | % Chg. from<br>Prior Yr.<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|----------------------------------|------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                                | 0%                                 |
| Charges for Service                             | 190,813            | 221,823            | 209,121                       | 209,121                           | 196,940                       | (12,181)                         | -5.8%                              |
| <b>Operating Revenue</b>                        | <b>190,813</b>     | <b>221,823</b>     | <b>209,121</b>                | <b>209,121</b>                    | <b>196,940</b>                | <b>(12,181)</b>                  | <b>-5.8%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>190,813</b>     | <b>221,823</b>     | <b>209,121</b>                | <b>209,121</b>                    | <b>196,940</b>                | <b>(12,181)</b>                  | <b>-5.8%</b>                       |
| Personnel Services                              | 181,212            | 201,027            | 209,631                       | 209,631                           | 209,926                       | 295                              | 0.1%                               |
| Materials & Services                            | 13,625             | 10,756             | 8,842                         | 8,842                             | 7,572                         | (1,270)                          | -14.4%                             |
| Cost Allocation Charges                         | 12,613             | 12,854             | 11,244                        | 11,244                            | 10,826                        | 418                              | -3.7%                              |
| <b>Operating Expenditure</b>                    | <b>207,450</b>     | <b>224,637</b>     | <b>229,717</b>                | <b>229,717</b>                    | <b>228,324</b>                | <b>(1,393)</b>                   | <b>-0.6%</b>                       |
| <b>Total Exp - Including Special Categories</b> | <b>207,450</b>     | <b>224,637</b>     | <b>229,717</b>                | <b>229,717</b>                    | <b>228,324</b>                | <b>(1,393)</b>                   | <b>-0.6%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>16,637</b>      | <b>2,814</b>       | <b>20,596</b>                 | <b>20,596</b>                     | <b>31,384</b>                 | <b>10,788</b>                    | <b>52.4%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 1.25               | 1.25               | 1.25                          | 1.25                              | 1.21                          | (0.04)                           | -3.2%                              |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 1.25               | 1.25               | -                             | 1.25                              | -                             |                                  |                                    |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             |                                  |                                    |

#### Significant Issues and Changes

BCC-directed departments will be tracking performance information in Clearpoint Strategies, our performance dashboard software. In tracking whether strategic results were "on target," we calculated those where progress could reasonably be determined at this point. We have changed the FTE for this program from 1.25 to 1.21 to better reflect actual personnel devoted to this program.



# County Administration

## Office of the County Administrator

### Purpose Statement

The purpose for the Office of the County Administrator program is to provide leadership, communications, representation and administrative support to the Administrator and the Office staff so they can make expeditious and well-informed operational and policy decisions.

### Performance Narrative Statement

The Office of the County Administrator Program adopted a budget of \$981,228 for FY 2019-20, which represents a continuation of current service level. In FY 2018-19 County Administration added one FTE which caused an increase in personnel services. This budget will allow the program to continue to provide leadership, communications, representation, and administrative support to the Office of the County Administrator to enable expeditious and well-informed decisions. High performance on key program results demonstrates strong alignment of Office staff with their roles and responsibilities and that staff is performing due diligence in presenting clear and concise information to the County Administrator so that he can provide timely, immediate approvals as requested.

### Key Performance Measures

|        |   | FY 16-17<br>Actuals | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as<br>of<br>12/31/18 | FY 19-20<br>Target |
|--------|---|---------------------|--------------------|--------------------|--|--------------------|
| Result | % of Administrator decisions on grant applications, personnel, IGA's and contracts can be made at the first presentation.                   | 90%                 | 90%                | 100%               | 100%                                     | 100%               |
| Result | % of persons surveyed agree or strongly agree that they are satisfied with the services provided by the Office of the County Administrator. | NA                  | NA                 | NA                 | New                                      | 85%                |

Program includes:

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 functioning of County departments and offices. The Administrator serves as the District Administrator for any districts governed by the Board of County Commissioners. This program is mandated to provide Board meeting and event notices, maintenance of Board records, and preparation of all materials – including resolutions, ordinances, board orders, and proclamations – for the Board to perform its decision making functions.



**County Administration**  
**Office of the County Administrator**

**Budget Summary**

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Budget | FY 2019-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|---------------------------------|---------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                               | -                               | -                              | 0%                               |
| Charges for Service                             | 279,348            | 337,172            | 337,939                       | 337,936                         | 928,713                         | 590,774                        | 174.8%                           |
| <b>Operating Revenue</b>                        | <b>279,348</b>     | <b>337,172</b>     | <b>337,939</b>                | <b>337,936</b>                  | <b>928,713</b>                  | <b>590,774</b>                 | <b>174.8%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | <b>279,348</b>     | <b>337,172</b>     | <b>337,939</b>                | <b>337,936</b>                  | <b>928,713</b>                  | <b>590,774</b>                 |                                  |
| Personnel Services                              | 265,293            | 305,560            | 338,766                       | 338,766                         | 902,162                         | 563,396                        | 166.3%                           |
| Materials & Services                            | 19,947             | 16,338             | 14,287                        | 14,287                          | 32,540                          | 18,253                         | 127.8%                           |
| Cost Allocation Charges                         | 18,467             | 19,537             | 18,169                        | 18,169                          | 46,526                          | 28,357                         | 156.1%                           |
| <b>Operating Expenditure</b>                    | <b>303,707</b>     | <b>341,435</b>     | <b>371,222</b>                | <b>371,222</b>                  | <b>981,228</b>                  | <b>610,006</b>                 | <b>164.3%</b>                    |
| <b>Total Exp - Including Special Categories</b> | <b>303,707</b>     | <b>341,435</b>     | <b>371,222</b>                | <b>371,222</b>                  | <b>981,228</b>                  | <b>610,006</b>                 | <b>164.3%</b>                    |
| <b>General Fund Support (if applicable)</b>     | <b>24,359</b>      | <b>4,263</b>       | <b>33,283</b>                 | <b>33,286</b>                   | <b>52,515</b>                   | <b>19,229</b>                  | <b>57.8%</b>                     |
| Full Time Equiv Pos (FTE) Budgeted              | 1.83               | 1.90               | 3.02                          | 3.02                            | 5.20                            | 2.18                           | 72.2%                            |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 1.83               | 1.90               |                               | 3.02                            | -                               | -                              |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  |                               | -                               | -                               | -                              |                                  |

**Significant Issues and Changes**

We have increased the FTE associated with this plan from 3.02 to 5.20 to better reflect actual personnel devoted to this program.



# County Administration

## BCC within County Administration



### Purpose Statement

The purpose of the Board of County Commissioners Program within the County Administrator's office is to provide coordination, representation and decision-making support services to the Board and Individual Commissioners so they can continue to give direction and make decisions that move the County toward the County Strategic Plan.

### Performance Narrative Statement

The BCC within County Administration Program adopted a budget of \$905,749 for FY 2019-20, which represents a continuation of current service level. The increase is a result of an added Policy Advisor position in FY 18-19. This budget will allow the program to continue to provide an array of services to the Board and individual Commissioners so they are able to move the County toward the Performance Clackamas Strategic Plan for the County.

### Key Performance Measures

|  |   | FY 16-17 Actuals | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--|---|------------------|-----------------|-----------------|---------------------------------|-----------------|
|  Result | % of the Board's policy session decisions that are tied to the County Strategic Business Plan   | 65%              | 58%             | 90%             | 67%                             | 75%             |
|  Result | % of persons surveyed agree or strongly agree that they are satisfied with the services provided by the Office of the County Administrator. | NA               | NA              | NA              | New                             | 85%             |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation of mandated services: The Board of County Commissioners is the governing body of Clackamas County and several service districts.



**County Administration**  
**BCC within County Administration**

**Budget Summary**

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 2019-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|---------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                               | -                              | <b>0%</b>                        |
| Charges for Service                             | 645,706            | 674,343            | 669,187                       | 669,187                           | 800,000                         | 130,813                        | 19.5%                            |
| <b>Operating Revenue</b>                        | <b>645,706</b>     | <b>674,343</b>     | <b>669,187</b>                | <b>669,187</b>                    | <b>800,000</b>                  | <b>130,813</b>                 | <b>19.5%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | <b>645,706</b>     | <b>674,343</b>     | <b>669,187</b>                | <b>669,187</b>                    | <b>800,000</b>                  | <b>130,813</b>                 | <b>19.5%</b>                     |
| Personnel Services                              | 613,218            | 611,121            | 670,826                       | 670,826                           | 832,765                         | 161,939                        | 24.1%                            |
| Materials & Services                            | 46,103             | 32,678             | 28,292                        | 28,292                            | 30,037                          | 1,745                          | 6.2%                             |
| Cost Allocation Charges                         | 42,685             | 39,075             | 35,977                        | 35,977                            | 42,947                          | 6,970                          | 19.4%                            |
| <b>Operating Expenditure</b>                    | <b>702,006</b>     | <b>682,874</b>     | <b>735,095</b>                | <b>735,095</b>                    | <b>905,749</b>                  | <b>170,654</b>                 | <b>23.2%</b>                     |
| <b>Total Exp - Including Special Categories</b> | <b>702,006</b>     | <b>682,874</b>     | <b>735,095</b>                | <b>735,095</b>                    | <b>905,749</b>                  | <b>170,654</b>                 | <b>23.2%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>56,300</b>      | <b>8,531</b>       | <b>65,908</b>                 | <b>65,908</b>                     | <b>105,749</b>                  | <b>144,142</b>                 | <b>60.4%</b>                     |
| Full Time Equiv Pos (FTE) Budgeted              | 4.23               | 3.80               | 4.00                          | 4.00                              | 4.80                            | 0.80                           | 20.0%                            |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 4.23               | 3.80               | -                             | 4.00                              | -                               | -                              |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                               | -                              |                                  |

**Significant Issues and Changes**

In FY 2018-19 County Administration added one FTE which causes an increase to Personnel Services costs. It also increased the FTE percentage of this program from 4.0 to 4.80 to better reflect actual personnel devoted to this program.





# County Administration

## Customer & Community Services

### Purpose Statement

The purpose of the Customer and Community Service program is to provide convening and problem solving services to the people of Clackamas County so they can experience responsive, professional and effective government.

### Performance Narrative Statement

The Customer and Community Services program adopted a budget of \$188,698, which is a decrease from last year due to the change of FTE from 3.9 to 1. We are in the process of reviewing our MFR plan and our intention will be to incorporate this program into a different program.

### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % of Customer cases that received a follow-up call or email within 8 business days after closure of case to determine whether the case was followed up on effectively. (Target: 70%) | N/A                | N/A                | Discontinue        | Discontinue                           | Discontinue        |
| Result | % of cases resolved within two weeks. (Target: 80%)  | N/A                | 80%                | Discontinue        | Discontinue                           | Discontinue        |
| Result | % of surveyed customers who report Clackamas County Government is professional, productive and effective. (Target: 75%)  | N/A                | N/A                | Discontinue        | Discontinue                           | Discontinue        |
| Result | % reduction in litigation and appeals with local and regional government partners. (Target: 50%)   | N/A                | N/A                | Discontinue        | Discontinue                           | Discontinue        |

Program includes:

Mandated Services

Shared Services

Grant Funding



**County Administration**  
**Customer and Community Services**

**Budget Summary**

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 2019-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|---------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                               | -                              | 0%                               |
| Charges for Service                             | 647,235            | 638,846            | 652,455                       | 652,458                           | 188,698                         | (463,757)                      | -71.1%                           |
| <b>Operating Revenue</b>                        | <b>647,235</b>     | <b>638,846</b>     | <b>652,455</b>                | <b>652,458</b>                    | <b>188,698</b>                  | <b>(463,757)</b>               | <b>-71.1%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | <b>647,235</b>     | <b>638,846</b>     | <b>652,455</b>                | <b>652,458</b>                    | <b>188,698</b>                  | <b>(463,757)</b>               | <b>-71.1%</b>                    |
| Personnel Services                              | 614,668            | 606,588            | 761,302                       | 763,607                           | 173,493                         | (587,809)                      | -77.2%                           |
| Materials & Services                            | 46,213             | 5,957              | 27,585                        | 3,585                             | 6,258                           | (21,327)                       | -77.3%                           |
| Cost Allocation Charges                         | 42,786             | 37,017             | 35,078                        | 35,078                            | 8,947                           | (26,131)                       | -74.5%                           |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | -                               | -                              | 0%                               |
| <b>Operating Expenditure</b>                    | <b>703,667</b>     | <b>649,562</b>     | <b>823,965</b>                | <b>802,270</b>                    | <b>188,698</b>                  | <b>(635,267)</b>               | <b>-77.1%</b>                    |
| <b>Total Exp - Including Special Categories</b> | <b>703,667</b>     | <b>649,562</b>     | <b>823,965</b>                | <b>802,270</b>                    | <b>188,698</b>                  | <b>(635,267)</b>               | <b>-77.1%</b>                    |
| <b>General Fund Support (if applicable)</b>     | <b>56,432</b>      | <b>10,716</b>      | <b>171,510</b>                | <b>149,812</b>                    | <b>-</b>                        | <b>-149,812</b>                | <b>-100.0%</b>                   |
| Full Time Equiv Pos (FTE) Budgeted              | 4.24               | 3.60               | 3.90                          | 3.90                              | 1.00                            | (2.90)                         | -74.4%                           |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 4.24               | 3.60               | -                             | 3.90                              | -                               | -                              |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                               | -                              |                                  |

**Significant Issues and Changes**

We have decreased the FTE for this program from 3.9 to 1. This 1 FTE represents a compilation of portions of several of our employees workloads. We are in the process of reviewing our MFR plan and our intention will be to incorporate this program into a different program.



**County Administration**  
**Equity, Diversity & Inclusion**

**Purpose Statement**

The purpose of the Equity Diversity and Inclusion Program is to provide equitable access, workforce character, reputation and relationship services to County Employees and the public at large so they can enjoy a welcoming and inclusive place to live, work and do business

**Performance Narrative Statement**

Equity is the principle commitment to ensure the absence of visible and invisible barriers to fairness in representation, opportunity, and access. Therefore, the purpose of the Equity, Diversity and Inclusion (EDI) Program is to provide equitable access, workforce character, civil rights compliance, Core Values, and customer rights services to County employees and the public so they can experience a welcoming and inclusive community in which to live, work, and do business. The programmatic commitment to Equal Employment Opportunity, Title II, and Title VI ensures the County has access and opportunity to secure federal assistance and grants. Advancing the value proposition inherent in a County set of core values and customer rights creates character and enhances workplace culture. Integration of EDI, civil rights, and workforce character establishes the County as a forward thinking, organizing, and results oriented public sector employer and provider. The total budget of \$263,324, includes a special line item specifically used for Equity, Diversity & Inclusion activities. This line item has been reduced from \$50,000 to \$35,000 to help with Countywide budget needs.

**Key Performance Measures**

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % of Department Lines of Business that have established performance measures and set targets for providing equitable access to services for diverse populations. (Target: 100% by 2019) | 0%                 | 0%                 | 0%                 | 0%                                    | 75%                |
| Result | % reduction in Equal Employment Opportunity categories where females, veterans and minorities are underrepresented. (Target: 80%)   | 60%                | 60%                | 60%                | 60%                                   | Discontinue        |
| Result | % of persons surveyed agree or strongly agree that they are satisfied with the services provided by the Office of the County Administrator.   | NA                 | NA                 | NA                 | New                                   | 85%                |

Program includes:

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

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



**County Administration**  
**Equity, Diversity & Inclusion**

**Budget Summary**

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Budget | FY 2019-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|---------------------------------|---------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                               | -                               | -                              | 0%                                  |
| Other Revenues                                  | 190,813            | 221,825            | 209,121                       | 209,121                         | -                               | (209,121)                      | -100.0%                             |
| <b>Operating Revenue</b>                        | <b>190,813</b>     | <b>221,825</b>     | <b>209,121</b>                | <b>209,121</b>                  | -                               | (209,121)                      | -100.0%                             |
| <b>Total Rev - Including Beginning Bal</b>      | <b>190,813</b>     | <b>221,825</b>     | <b>209,121</b>                | <b>209,121</b>                  | -                               | (209,121)                      | -100.0%                             |
| Personnel Services                              | 181,212            | 202,008            | 209,632                       | 209,632                         | 209,926                         | 294                            | 0.1%                                |
| Materials & Services                            | 44,868             | 30,056             | 58,841                        | 58,841                          | 42,572                          | (16,269)                       | -27.6%                              |
| Cost Allocation Charges                         | 12,613             | 12,853             | 11,244                        | 11,244                          | 10,826                          | (418)                          | -3.7%                               |
| Capital Outlay                                  | -                  | -                  | -                             | -                               | -                               | -                              | 0%                                  |
| <b>Operating Expenditure</b>                    | <b>238,693</b>     | <b>244,917</b>     | <b>279,717</b>                | <b>279,717</b>                  | <b>263,324</b>                  | <b>(16,393)</b>                | <b>-5.9%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>238,693</b>     | <b>244,917</b>     | <b>279,717</b>                | <b>279,717</b>                  | <b>263,324</b>                  | <b>(16,393)</b>                | <b>-5.9%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>47,880</b>      | <b>23,092</b>      | <b>70,596</b>                 | <b>70,596</b>                   | <b>263,324</b>                  | <b>192,728</b>                 | <b>273.0%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 1.25               | 1.25               | 1.25                          | 1.25                            | 1.21                            | (0.04)                         | -3.2%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 1.25               | 1.25               | -                             | 1.25                            | -                               | -                              |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                               | -                               | -                              |                                     |

**Significant Issues and Changes**

The total budget of \$263,324, includes a special line item specifically used for Equity, Diversity & Inclusion activities. This line item has been reduced by \$15,000 to help with FY 2019-20 budget needs. We have changed the FTE for this program from 1.25 to 1.21 to better reflect actual personnel devoted to this program. We have changed how we allocate charges for services and reallocated them to other programs with a more direct correlation to services provided to departments rather than centralized county-wide initiatives.



**Board of County Commissioners**  
**Board of County Commissioners**


**Purpose Statement**

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

**Performance Narrative Statement**

The Board of County Commissioners Program adopted a budget of \$1,931,205 for FY 2019-20. This represents a continuation of current service level. This budget will allow the program to continue to provide leadership and policy direction for Clackamas County government to ensure essential, efficient, and cost effective services for County residents, visitors and communities. Performance of this Program is embodied in the key measure of the percentage of Strategic Results in the County Strategic Plan that are achieved or on target annually; the Program is on target to achieve 100% in FY 2019-20.

**Key Performance Measures**

|  |   | FY 16-17<br>Actual | FY 17-18<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|---|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | % of Strategic Results in the adopted County Strategic Plan achieved or annual on target (Target: 100% by 2020) | 80%                | 85%                | 90%                                   | 100%               |

Program includes:

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

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



**Board of County Commissioners**  
**Board of County Commissioners**

**Budget Summary**

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected Year<br>End | FY 2019-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|---------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                               | -                              | 0%                                  |
| Other Revenues                                  | 19,121             | 106                | -                             | 35                                | -                               | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>19,121</b>      | <b>106</b>         | -                             | <b>35</b>                         | -                               | -                              | <b>0%</b>                           |
| <b>Total Rev - Including Beginning Bal</b>      | <b>19,121</b>      | <b>106</b>         | -                             | <b>35</b>                         | -                               | -                              | <b>0.0%</b>                         |
| Personnel Services                              | 660,116            | 728,401            | 797,210                       | 797,210                           | 817,998                         | 89,597                         | 12.3%                               |
| Materials & Services                            | 179,047            | 189,291            | 201,631                       | 199,374                           | 197,843                         | 8,552                          | 4.5%                                |
| Cost Allocation Charges                         | 782,908            | 898,163            | 889,288                       | 889,288                           | 915,364                         | 17,201                         | 1.9%                                |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | -                               | -                              | 0%                                  |
| <b>Operating Expenditure</b>                    | <b>1,622,071</b>   | <b>1,815,855</b>   | <b>1,888,129</b>              | <b>1,885,872</b>                  | <b>1,931,205</b>                | <b>43,076</b>                  | <b>2.3%</b>                         |
| <b>Total Exp - Including Special Categories</b> | <b>1,622,071</b>   | <b>1,815,855</b>   | <b>1,888,129</b>              | <b>1,885,872</b>                  | <b>1,931,205</b>                | <b>43,076</b>                  | <b>2.3%</b>                         |
| <b>General Fund Support (if applicable)</b>     | <b>1,602,950</b>   | <b>1,815,749</b>   | <b>1,888,129</b>              | <b>1,885,837</b>                  | <b>1,931,205</b>                | <b>43,076</b>                  | <b>2.3%</b>                         |
| Full Time Equiv Pos (FTE) Budgeted              | 6.00               | 5.00               | 5.00                          | 5.00                              | 5.00                            | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 6.00               | 5.00               | -                             | 5.00                              | -                               | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                               | -                              | -                                   |

**Significant Issues and Changes**

The Board of County Commissioners has only one line of business in the Performance Clackamas format.



## **County Counsel**

**Stephen L Madkour, County Counsel**

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

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



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**CLACKAMAS**  
C O U N T Y





# Office of County Counsel

## Department Mission

The Mission of the Office of County Counsel is to provide comprehensive legal services easily accessible to Clackamas County (and its special districts) through its elected officials and departments so that they can effectively implement their policy objectives, achieve success for their operations, and minimize risk and adverse results.

|  |
|--|
| <b>County Counsel</b><br>Stephen L. Madkour, County Counsel<br>FTE 12.75<br>Total Adopted \$2,941,273<br><b>General Fund Support \$1,976,273</b> |
|--|

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|--|
| <b>County Operations Legal Support</b><br>Stephen Madkour - Mgr<br>FTE 3.75<br>Total Adopted \$811,733<br><b>Gen Fund \$ 523,733</b> |
|--|

|  |
|--|
| <b>Litigation &amp; Labor</b><br>Stephen Madkour - Mgr<br>FTE 7.0<br>Total Adopted \$1,650,119<br><b>Gen Fund \$ 974,119</b> |
|--|

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|--|
| <b>Office of the County Counsel</b><br>Stephen Madkour - Mgr<br>FTE 2.0<br>Total Adopted \$479,421<br><b>Gen Fund \$ 478,421</b> |
|--|

|   |
|---|
| <b>Advisory, Transactional &amp; Regulatory Program</b><br>Stephen Madkour - Mgr<br>FTE 3.75<br>Total Adopted \$811,733<br><b>Gen Fund \$ 523,733</b> |
|---|

|  |
|--|
| <b>Litigation, Labor &amp; Employment Program</b><br>Stephen Madkour - Mgr<br>FTE 7.0<br>Total Adopted \$1,650,119<br><b>Gen Fund \$ 974,119</b> |
|--|

|  |
|--|
| <b>Office of the County Counsel Program</b><br>Stephen Madkour - Mgr<br>FTE 2.0<br>Total Adopted \$479,421<br><b>Gen Fund \$ 478,421</b> |
|--|



# County Counsel Department

## Department Budget Summary by Fund

| <i>Line of Business</i>              | FY 19/20     | FY 19/20         | FY 19/20             | FY 19/20  |
|--------------------------------------|--------------|------------------|----------------------|---|
| <i>Program</i>                       | FTE          | General Fund     | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| County Operations Legal Support      |              |                  |                      |   |
| Advisory, Transactional & Regulatory | 3.75         | 811,733          | 811,733              | 523,733   |
| Litigation and Labor                 |              |                  |                      |   |
| Litigation, Labor & Employment       | 7.00         | 1,650,119        | 1,650,119            | 974,119   |
| Office of the County Counsel         |              |                  |                      |   |
| Office of the County Counsel         | 2.00         | 479,421          | 479,421              | 478,421   |
| <b>TOTAL</b>                         | <b>12.75</b> | <b>2,941,273</b> | <b>2,941,273</b>     | <b>1,976,273</b>                                  |
| <b>FY 18/19 Budget</b>               | 12.75        | 2,859,569        | 2,859,569            | 1,899,569   |
| <b>\$ Increase (Decrease)</b>        | 0.00         | 81,704           | 81,704               | 76,704  |
| <b>% Increase ( Decrease)</b>        | 0.00%        | 2.86%            | 2.86%                | 4.04%   |

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



# County Operations Legal Support Advisory, Transactional & Regulatory Program

## Purpose Statement

The purpose of the Advisory, Transactional and Regulatory Program is to provide advice, consultation and training services, research, technical consultation, strategic drafting, regulatory strategy, negotiation, and composition services to Clackamas County and its special districts through its elected officials and departments so that they can implement and enforce their contractual arrangements, technical goals and objectives and conduct their operations in a manner that comports with local, state and federal regulations and laws.

## Performance Narrative

This program has three main roles:

1. **Advisory:** Provide advice, consultation, and training services to the County and its special districts so that they make sound, legally informed decisions and deliver services to their customers.
2. **Regulatory:** Provide research, technical consultation, regulatory strategy, negotiation and composition services to the County and its special districts so that they can implement and enforce their technical goals and objectives in accordance with local, state, and federal regulations and laws.
3. **Transactional:** Provide strategic drafting, review, and negotiation services regarding contracts, partnerships, and IGAs to the County and its special districts so that they can conduct their business in a timely and legally-sound manner.

## Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | % Contracts reviewed by County Counsel that meet the County's risk management and contract procurement standards and protect the County in the event of a breach, to be reviewed within 14 days of receipt | 80%                | 80%                | 100%               | 99%                                   | 100%               |
| Result | % Land use decisions consistent with County Counsel's recommended positions  | -                  | 100%               | NEW                | 100%                                  | 100%               |
| Output | # of Hours Spent on Review of Contracts/IGAs/MOUs <sup>2</sup>   | 1240               | 1456               | NEW                | 660                                   | 1200               |
| Output | # of Contracts/IGAs/MOUs Reviewed by Counsel <sup>2</sup>  | 900                | 900                | NEW                | 368                                   | 900                |
| Result | % Formal client inquiries provided a response within 7 working days <sup>1</sup>   | 80%                | 80%                | 100%               | Discontinue                           | Discontinue        |

<sup>1</sup> Counsel completed a Periodic Plan Review in FY 2018. This measure was removed from the plan because it is not easily measurable.

<sup>2</sup> Counsel completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

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



County Operations Legal Support

Advisory, Transactional & Regulatory Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | -                  | -                  | 283,000                       | 291,829                           | 288,000                       | 5,000                          | 1.8%                                |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>283,000</b>                | <b>291,829</b>                    | <b>288,000</b>                | <b>5,000</b>                   | <b>1.8%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>283,000</b>                | <b>291,829</b>                    | <b>288,000</b>                | <b>5,000</b>                   | <b>1.8%</b>                         |
| Personnel Services                              | -                  | -                  | 636,268                       | 644,326                           | 701,479                       | 65,211                         | 10.2%                               |
| Materials & Services                            | -                  | -                  | 60,590                        | 54,615                            | 59,455                        | (1,135)                        | -1.9%                               |
| Cost Allocation Charges                         | -                  | -                  | 44,363                        | 44,363                            | 50,799                        | 6,436                          | 14.5%                               |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>741,221</b>                | <b>743,304</b>                    | <b>811,733</b>                | <b>70,512</b>                  | <b>9.5%</b>                         |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>741,221</b>                | <b>743,304</b>                    | <b>811,733</b>                | <b>70,512</b>                  | <b>9.5%</b>                         |
| <b>General Fund Support (if applicable)</b>     | <b>0</b>           | <b>0</b>           | <b>458,221</b>                | <b>451,475</b>                    | <b>523,733</b>                | <b>65,512</b>                  | <b>14.3%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 3.75                          | 3.75                              | 3.75                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 3.75                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

Significant Issues and Changes



# Litigation & Labor

## Litigation, Labor & Employment Program

### Purpose Statement

The purpose of the Litigation, Labor & Employment Program is to provide pleadings, court appearance, negotiation, representation, and comprehensive legal services to the County, elected officials and employees when named in their official capacities, departments, and special districts so that they can be represented in all lawsuits and settle cases when appropriate.

### Performance Narrative

This program has two main roles:

1. Litigation: Provide pleadings, court appearances, negotiation, representation, and comprehensive legal services to the County, elected officials and employees when named in their official capacities, departments, and special districts so that they can be represented in all lawsuits and settle cases when appropriate.
2. Labor and employment: Provide consultation, advice, representation, and negotiation services to elected officials, departments, and special districts so that they appropriately administer and negotiate agreements consistent with labor and employment laws, regulations, ordinances, and County codes and policies.

### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as<br>of<br>12/31/18 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|--|--------------------|
| Result | % Grievance arbitrations found in the County's favor   | -                  | -                  | NEW                | 100%                                     | 100%               |
| Result | % of cases won as defined by payments made which are less than 50% of the amount sought                    | -                  | 100%               | NEW                | 100%                                     | 100%               |
| Output | # of tort claims and accident reports reviewed <sup>2</sup>  | 90                 | 112                | NEW                | 62                                       | 75                 |
| Result | % Involuntary employment terminations and separations that result in a lawsuit or arbitration <sup>1</sup> | 50%                | 25%                | 50%                | Under Dev.                               | Under Dev.         |
| Result | % Cases dismissed by the Court or dropped by complainants <sup>1</sup>                                     | 50%                | 50%                | 50%                | Under Dev.                               | Under Dev.         |

<sup>1</sup> Counsel completed a Periodic Plan Review in FY 2018. These measures are under development.

<sup>2</sup> Counsel completed a Periodic Plan Review in FY 2018. This measure was added to the plan.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0.0%                                |
| Local Grants & Revenues                         | -                  | -                  | 1,000                         | 1,000                             | 1,000                         | -                              | 0%                                  |
| Charges for Service                             | -                  | -                  | 675,000                       | 647,171                           | 675,000                       | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>676,000</b>                | <b>648,171</b>                    | <b>676,000</b>                | -                              | <b>0.0%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>676,000</b>                | <b>648,171</b>                    | <b>676,000</b>                | -                              | <b>0.0%</b>                         |
| Personnel Services                              | -                  | -                  | 1,473,689                     | 1,463,631                         | 1,423,873                     | (49,816)                       | -3.4%                               |
| Materials & Services                            | -                  | -                  | 123,215                       | 110,723                           | 124,651                       | 1,436                          | 1.2%                                |
| Cost Allocation Charges                         | -                  | -                  | 89,739                        | 89,739                            | 101,595                       | 11,856                         | 13.2%                               |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>1,686,643</b>              | <b>1,664,093</b>                  | <b>1,650,119</b>              | <b>(36,524)</b>                | <b>-2.2%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>1,686,643</b>              | <b>1,664,093</b>                  | <b>1,650,119</b>              | <b>(36,524)</b>                | <b>-2.2%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>1,010,643</b>              | <b>1,015,922</b>                  | <b>974,119</b>                | <b>-36,624</b>                 | <b>-3.6%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 7.00                          | 7.00                              | 7.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | 7.00                          | 7.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**



# Office of the County Counsel

## Office of County Counsel Program

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

### Performance Narrative

This program's services include the following:

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

### Key Performance Measures

|        |  | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | % Annual staff evaluations completed <sup>2</sup>  | 85%             | 93%             | NEW             | 100%                            | 100%            |
| Output | # of presentations and trainings provided to employees and the public <sup>2</sup>                                     | 5               | 5               | NEW             | 11                              | 7               |
| Result | % contested issues settled through negotiation, IGA's and other means not involving litigation or appeals <sup>1</sup> | 75%             | 75%             | 75%             | Discontinue                     | Discontinue     |

<sup>1</sup> Counsel completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

<sup>2</sup> Counsel completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | -                  | -                  | 1,000                         | 1,200                             | 1,000                         | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>1,000</b>                  | <b>1,200</b>                      | <b>1,000</b>                  | -                              | <b>0%</b>                           |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>1,000</b>                  | <b>1,200</b>                      | <b>1,000</b>                  | -                              | <b>0%</b>                           |
| Personnel Services                              | -                  | -                  | 372,357                       | 372,357                           | 415,779                       | 43,422                         | 11.7%                               |
| Materials & Services                            | -                  | -                  | 35,010                        | 32,178                            | 34,614                        | (396)                          | -1.1%                               |
| Cost Allocation Charges                         | -                  | -                  | 24,338                        | 24,338                            | 29,028                        | 4,690                          | 19.3%                               |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>431,705</b>                | <b>428,873</b>                    | <b>479,421</b>                | <b>47,716</b>                  | <b>11.1%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>431,705</b>                | <b>428,873</b>                    | <b>479,421</b>                | <b>47,716</b>                  | <b>11.1%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>430,705</b>                | <b>427,673</b>                    | <b>478,421</b>                | <b>47,716</b>                  | <b>11.1%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 2.00                          | 2.00                              | 2.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 2.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**





## **Assessor**

**Tami Little, County Assessor**

**Development Services Building  
150 Beaver Creek Road  
Oregon City, Oregon 97045  
503-655-8671**

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



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**CLACKAMAS**  
C O U N T Y



# Department of Assessment & Taxation

## Department Mission

The mission of the Assessment & Taxation Department is to administer State property tax laws, including Appraisal, Assessment, Tax Collection and Mapping services to property tax payers and taxing districts so they will have confidence in the tax system and receive the highest quality customer service.

### Department of Assessment & Taxation

T. Little, County Assessor  
FTE 60

Total Adopted \$ 8,952,543

General Fund Support \$ 6,687,543

|   |  |  |   |
|---|--|--|---|
| <b>Administration</b><br>T. Little<br>Total Adopted<br>\$347,221<br><b>Gen Fund \$ 299,763</b>                        | <b>Valuation</b><br>L. Longfellow<br>Total Adopted<br>\$4,638,715<br><b>Gen Fund \$ 3,264,308</b>                      | <b>Tax Revenue</b><br>B. Rueda<br>Total Adopted<br>\$1,830,737<br><b>Gen Fund \$ 1,429,127</b>   | <b>Property Records</b><br>B. Rueda<br>Total Adopted<br>\$2,135,870<br><b>Gen Fund \$ 1,694,345</b>   |
| <b>Office of the Assessor</b><br><br>T. Little<br>FTE 2.0<br>Total Adopted<br>\$347,221<br><b>Gen Fund \$ 299,763</b> | <b>Property Valuation</b><br><br>J. Bonnet<br>FTE 14.5<br>Total Adopted<br>\$2,421,485<br><b>Gen Fund \$ 2,077,417</b> | <b>Tax Certification,<br/>Collections &amp;<br/>Distribution</b><br><br>M. Coy<br>FTE 12.5<br>Total Adopted<br>\$1,830,737<br><b>Gen Fund \$ 1,429,127</b> | <b>Property Records &amp;<br/>Customer Service</b><br><br>M. Nava<br>FTE 16.5<br>Total Adopted<br>\$2,135,870<br><b>Gen Fund \$ 1,694,345</b> |
| <b>Value Adjustment</b><br><br>T. Cooper<br>FTE 13.5<br>Total Adopted<br>\$2,217,230<br><b>Gen Fund \$ 1,186,891</b>  |  |  |   |



## Department of Assessment & Taxation

### Department Budget Summary by Fund

| <i>Line of Business</i>                      | FY 19/20     | FY 19/20         | FY 19/20             | FY 19/20  |
|--|--------------|------------------|----------------------|---|
| <i>Program</i>                               | FTE          | General Fund     | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Administration                               |              |                  |                      |   |
| Office of the Assessor                       | 2.00         | 347,221          | 347,221              | 299,763   |
|  |              |                  | -                    |   |
| Valuation                                    |              |                  |                      |   |
| Property Valuation                           | 14.50        | 2,421,485        | 2,421,485            | 2,077,417   |
| Value Adjustment                             | 14.50        | 2,217,230        | 2,217,230            | 1,186,891   |
|  |              |                  | -                    |   |
| Tax Revenue                                  |              |                  |                      |   |
| Tax Certification, Collection & Distribution | 12.50        | 1,830,737        | 1,830,737            | 1,429,127   |
|  |              |                  | -                    |   |
| Property Records                             |              |                  |                      |   |
| Property Records & Customer Service          | 16.50        | 2,135,870        | 2,135,870            | 1,694,345   |
|  |              |                  | -                    |   |
| <b>TOTAL</b>                                 | <b>60.00</b> | <b>8,952,543</b> | <b>8,952,543</b>     | <b>6,687,543</b>                                  |
| <b>FY 18/19 Budget</b>                       | 58.50        | 8,205,160        | 8,205,160            | 6,020,160   |
| <b>\$ Increase (Decrease)</b>                | 1.50         | 747,383          | 747,383              | 667,383   |
| <b>% Increase ( Decrease)</b>                | 2.56%        | 9.11%            | 9.11%                | 11.09%  |

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



**Administration Line of Business**

**Office of the Assessor Program**

**Purpose Statement**

The Administration Line of Business is to provide leadership, planning, organization, decision making, training and support services for the Department of Assessment & Taxation programs and to provide information resources to the Board of County Commissioners, County Departments, other agencies, taxing districts and the public so they receive a high quality customer experience.

**Performance Narrative Statement**

The Assessor's Office shares the commitment with the County Board of Commissioner's to achieve positive results for our customers through an enterprise-wide commitment to accountability, transparency, and credibility designed to build trust through good government. The Clackamas County Assessor's office has a long standing commitment to providing excellent customer service. We work to accomplish this through outstanding public service daily by our staff in the office, the field and on the phones. We are responsive to the needs of taxpayers, citizens, and taxing districts. We conduct outreach to the public and business community in the form of town hall meetings, training opportunities, public service videos, and online information. Annual legislative sessions bring changes to the requirements of Oregon's property tax system and are a continual challenge to helping Oregonians understand our tax system and for us to effectively administer it. We remain diligent in our efforts to maintain a well-qualified, competent, and adequately staffed organization that has clear goals and direction for meeting their performance objectives. We will have completed 9 recruitments in 2018, which represents 15% of our 58.5 FTE have been replaced and trained in this current FY. The Assessor remains committed to discovering future opportunities to collaborate with other departments and jurisdictions to provide more effective and efficient services. Our aerial imagery project is a good example of sharing resources which helps build public trust by cost sharing.

**Key Performance Measures**

|            |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/2018 | FY 19-20<br>Target |
|------------|---|--------------------|--------------------|--------------------|---|--------------------|
| Result     | Department will operate within 95% of its annual adopted budget | 92%                | 95%                | 95%                | 95%                                     | 95%                |
| Result     | Development of an employee succession plan by 2016              | N/A                | 100%               | 50%                | 75%                                     | 90%                |
| Efficiency | Total cost per account  | \$40               | \$43               | \$44               | \$47                                    | \$51               |
| Efficiency | Tax revenue generated per \$ of budgeted expenditure            | \$100              | \$99               | \$102              | \$104                                   | \$101              |

Program includes:

- Mandated Services  Yes
- Shared Services  Yes
- Grant Funding  Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

- 1) Maintenance of constitutionally required real market value on all property
- 2) Creation of an Assessment Roll and a Tax Roll
- 3) Appraisal of all Measure 50 exceptions completed timely
- 4) Resolution of appeals in a timely manner
- 5) Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



Administration Line of Business

Office of the Assessor Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| State Grants & Revenues                         | -                  | -                  | 47,863                        | 47,863                            | 47,458                        | (405)                          | -0.8%                               |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>47,863</b>                 | <b>47,863</b>                     | <b>47,458</b>                 | <b>(405)</b>                   | <b>-0.8%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>47,863</b>                 | <b>47,863</b>                     | <b>47,458</b>                 | <b>(405)</b>                   | <b>-0.8%</b>                        |
| Personnel Services                              | -                  | -                  | 263,841                       | 221,942                           | 300,896                       | 37,055                         | 14.0%                               |
| Materials & Services                            | -                  | -                  | 19,454                        | 17,672                            | 18,198                        | (1,256)                        | -6.5%                               |
| Cost Allocation Charges                         | -                  | -                  | 25,264                        | 25,264                            | 28,127                        | 2,863                          | 11.3%                               |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>308,559</b>                | <b>264,878</b>                    | <b>347,221</b>                | <b>38,662</b>                  | <b>12.5%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>308,559</b>                | <b>264,878</b>                    | <b>347,221</b>                | <b>38,662</b>                  | <b>12.5%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>260,696</b>                | <b>217,015</b>                    | <b>299,763</b>                | <b>39,067</b>                  | <b>15.0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 2.00                          | 2.00                              | 2.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 2.00                              | -                             | -                              |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |

**Significant Issues and Changes**



## Valuation Line of Business

### Property Valuation Program

#### Purpose Statement

The purpose of the Annual Property Valuation Program is to provide appraisal, statistical, analytical and reporting services to property owners and taxpayers so they can have confidence that Clackamas County properties are valued at 100% of real market value.

#### Performance Narrative Statement

Our business efficiencies in Valuation continue to evolve offering more transparency and delivering more integrated and better services designed to build public trust that will result in the best allocation of resources. Our appraisers primarily complete field work, make and review value decisions and assist the public on valuation issues. Real estate sales activity, new construction and other exception events continue to show significant increases. Updates and enhancements to our automated appraisal database allow us to monitor our appraisal activity in real time and increase the efficiency of our business practices. Resource limitations and increased real estate activity continue to impact our ability to direct additional resources to convert offline records for commercial, industrial, and multi-family properties into our mass appraisal database. This data conversion would allow us to build income property valuation models to enable valuation and recalculation of these types of properties within our system. This remains a strategic goal and we have allocated a .75 FTE to continue moving this project forward. The Property Valuation Program has a crucial need for an additional Senior Appraiser position. The Senior Appraiser would be dedicated to the integration of our newly purchased aerial imagery, GIS mapping data, and our Computer Assisted Mass Appraisal (CAMA) system. This will allow us to enhance and improve efficiencies on how we perform our annual Ratio Study in order to ensure that all property is valued at 100% of real market value as required by statute. This GIS/CAMA integration will also be used to 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. It will also be utilized in reappraisal a demand that remains high and mostly unmet. Excluding new construction, 156,381 or 93% of real property accounts have not been physically reappraised within the last 6 years. This integration and lead position will begin to help address this unmet demand.

#### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/2018 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---|--------------------|
| Result | 98% of neighborhood market areas valued at 100% of real market value and consistent with statutory requirement | 97%                | 98%                | 97%                | 99%                                     | 98%                |
| Output | # of new construction/property change appraisals completed   | 7,066              | 8,104              | 8,032              | 8,133                                   | 7,639              |
| Demand | # of real properties not physically re-appraised in the past six years   | 153,463            | 157,696            | 153,463            | 156,381                                 | 152,000            |

Program includes:

- Mandated Services  Yes
- Shared Services  Yes
- Grant Funding  Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

- 1) Maintenance of constitutionally required real market value on all property
- 2) Creation of an Assessment Roll and a Tax Roll
- 3) Appraisal of all Measure 50 exceptions completed timely
- 4) Resolution of appeals in a timely manner
- 5) Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



Valuation Line of Business

Property Valuation Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| State Grants & Revenues                         | -                  | -                  | 370,940                       | 370,940                           | 344,068                       | (26,872)                       | -7.2%                               |
| Other Revenues                                  | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Interfund Transfers                             | -                  | -                  | 10,000                        | 10,000                            | -                             | (10,000)                       | -100.0%                             |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>380,940</b>                | <b>380,940</b>                    | <b>344,068</b>                | <b>(36,872)</b>                | <b>-9.7%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>380,940</b>                | <b>380,940</b>                    | <b>344,068</b>                | <b>(36,872)</b>                | <b>-9.7%</b>                        |
| Personnel Services                              | -                  | -                  | 1,785,790                     | 1,704,994                         | 1,805,971                     | 20,181                         | 1.1%                                |
| Materials & Services                            | -                  | -                  | 308,554                       | 279,179                           | 288,649                       | (19,905)                       | -6.5%                               |
| Cost Allocation Charges                         | -                  | -                  | 195,759                       | 195,759                           | 203,918                       | 8,159                          | 4.2%                                |
| Capital Outlay                                  | -                  | -                  | 115,000                       | 122,947                           | 122,947                       | 7,947                          | 6.9%                                |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>2,405,103</b>              | <b>2,302,879</b>                  | <b>2,421,485</b>              | <b>16,382</b>                  | <b>0.7%</b>                         |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>2,405,103</b>              | <b>2,302,879</b>                  | <b>2,421,485</b>              | <b>16,382</b>                  | <b>0.7%</b>                         |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>2,024,163</b>              | <b>1,921,939</b>                  | <b>2,077,417</b>              | <b>53,254</b>                  | <b>2.6%</b>                         |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 14.50                         | 14.50                             | 14.50                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 14.50                             | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

Significant Issues and Changes





## Valuation Line of Business

### Value Adjustment Program

#### Purpose Statement

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

#### Performance Narrative Statement

There are no new policy level requests for this program. The real estate market continues to be strong in Clackamas County. Although the acceleration of growth has slowed to single digit, increases in value of all property types continue. Value appeals to the Board of Property Tax Appeals remain stable with a slight increase. A consistent level of resources remain directed toward appeal management. The appeal process represents a significant outreach opportunity. The legal complexity of today's appeals and the complexity of properties under appeal often continue to require participation by County Counsel for representation for Magistrate, Regular Division Tax Court and Supreme Court cases. An increasing level of sales activity is helpful but continues to require significant appraisal resources to verify sales, research listings and field inspect property to support appeals, general market analysis and the ratio study. In the previous year 1,236 new exemption and deferral eligibility determinations were reviewed as well as maintenance on the existing 21,000 accounts that have previously qualified so property owners can have confidence they are paying the correct tax consistent with the use of the property. We also continue to prioritize resources to outlier sales analysis and are utilizing the online services available to more thoroughly research construction and remodeling activity with the goal of maintaining the accuracy and integrity of our property characteristic inventory. Outlier sales review, reappraisal and sale listing review have resulted in the discovery of over 200 accounts with value not captured on the tax roll that will result in additional value and additional revenue to taxing districts. This year we will begin utilizing aerial imagery we have procured with change detection which will be another invaluable tool to ensure that the accuracy and integrity of our property characteristic inventory is correct. We anticipate this will result in an increase of the number of tax roll corrections to add property not on the roll and also remove property no longer in service.

#### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/2018 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---|--------------------|
| Result | Board of Property Tax Appeals will remain below 1% annually                          | 0.16%              | 0.17%              | 0.16%              | 0.18%                                   | <1%                |
| Output | # of Board of Property Tax Appeals   | 262                | 277                | 278                | 303                                     | 300                |
| Output | # of real property accounts with tax roll corrections completed for omitted property | 226                | 205                | 200                | 210                                     | 275                |

Program includes:

Mandated Services  Yes

Shared Services  Yes

Grant Funding  Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

- 1) Maintenance of constitutionally required real market value on all property
- 2) Creation of an Assessment Roll and a Tax Roll
- 3) Appraisal of all Measure 50 exceptions completed timely
- 4) Resolution of appeals in a timely manner
- 5) Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



Valuation Line of Business

Value Adjustment Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| State Grants & Revenues                         | -                  | -                  | 323,077                       | 323,077                           | 320,339                       | (2,738)                        | -0.8%                               |
| Other Revenues                                  | -                  | -                  | 635,000                       | 963,000                           | 710,000                       | 75,000                         | 11.8%                               |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>958,077</b>                | <b>1,286,077</b>                  | <b>1,030,339</b>              | <b>72,262</b>                  | <b>7.5%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>958,077</b>                | <b>1,286,077</b>                  | <b>1,030,339</b>              | <b>72,262</b>                  | <b>7.5%</b>                         |
| Personnel Services                              | -                  | -                  | 1,447,269                     | 1,445,522                         | 1,715,150                     | 267,881                        | 18.5%                               |
| Materials & Services                            | -                  | -                  | 335,348                       | 305,262                           | 312,226                       | (23,122)                       | -6.9%                               |
| Cost Allocation Charges                         | -                  | -                  | 170,500                       | 170,500                           | 189,854                       | 19,354                         | 11.4%                               |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>1,953,117</b>              | <b>1,921,284</b>                  | <b>2,217,230</b>              | <b>264,113</b>                 | <b>13.5%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>1,953,117</b>              | <b>1,921,284</b>                  | <b>2,217,230</b>              | <b>264,113</b>                 | <b>13.5%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>995,040</b>                | <b>635,207</b>                    | <b>1,186,891</b>              | <b>191,851</b>                 | <b>19.3%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 13.50                         | 13.50                             | 14.50                         | 1.00                           | 7.4%                                |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 13.50                             | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

Significant Issues and Changes



## Tax Revenue Line of Business

### Tax Certification, Collection & Distribution Program

#### Purpose Statement

The purpose of the Property Tax Certification, Collections, and Distribution Program is to provide tax revenue calculations, distribution, reporting, and consulting services to Taxing Districts so they can budget and fund services for local citizens along with tax billing, collection, and receiving services to property owners and taxpayers so they can see a list of their taxing districts, know the value of their property and the amount of tax to pay timely.

#### Performance Narrative Statement

Our current vendor, US Bank, will no longer be offering Lock Box services after 2019. The Assessor's office is currently working with Treasury to start the RFP process for a vendor to electronically process our 2020 property tax payments. Annexations and withdrawals were processed timely and accurately to be correctly reflected on the 2018/19 tax roll. The program successfully processed levy requirements for 133 taxing districts used to produce a total tax roll of \$852 million dollars. Tax notifications were mailed to 175,958 accounts by October 22, 2018. Collection and distribution was timely with taxing districts receiving funds equivalent to 88% 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 fiscal year, June 30, 2019.

#### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/2018 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---|--------------------|
| Result | 87% of tax dollars distributed by November 30th each year      | 87%                | 87%                | 88%                | 88%                                     | 88%                |
| Result | 97% of tax dollars are collected by the end of the fiscal year | 98%                | 97%                | 97%                | 97%                                     | 97%                |
| Output | # of credit, debit and E-check online payment postings         | 9,740              | 10,610             | 10,513             | 11,460                                  | 12,033             |

Program includes:

- Mandated Services  Yes
- Shared Services  Yes
- Grant Funding  Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

- 1) Maintenance of constitutionally required real market value on all property
- 2) Creation of an Assessment Roll and a Tax Roll
- 3) Appraisal of all Measure 50 exceptions completed timely
- 4) Resolution of appeals in a timely manner
- 5) Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



Tax Revenue Line of Business

Tax Certification, Collection & Distribution Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| State Grants & Revenues                         | -                  | -                  | 275,214                       | 275,214                           | 296,610                       | 21,396                         | 7.8%                                |
| Other Revenues                                  | -                  | -                  | 105,000                       | 120,000                           | 105,000                       | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>380,214</b>                | <b>395,214</b>                    | <b>401,610</b>                | <b>21,396</b>                  | <b>5.6%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>380,214</b>                | <b>395,214</b>                    | <b>401,610</b>                | <b>21,396</b>                  | <b>5.6%</b>                         |
| Personnel Services                              | -                  | -                  | 1,115,234                     | 1,089,566                         | 1,254,611                     | 139,377                        | 12.5%                               |
| Materials & Services                            | -                  | -                  | 380,341                       | 374,054                           | 400,335                       | 19,994                         | 5.3%                                |
| Cost Allocation Charges                         | -                  | -                  | 145,240                       | 145,240                           | 175,791                       | 30,551                         | 21.0%                               |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>1,640,815</b>              | <b>1,608,860</b>                  | <b>1,830,737</b>              | <b>189,922</b>                 | <b>11.6%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>1,640,815</b>              | <b>1,608,860</b>                  | <b>1,830,737</b>              | <b>189,922</b>                 | <b>11.6%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>1,260,601</b>              | <b>1,213,646</b>                  | <b>1,429,127</b>              | <b>168,526</b>                 | <b>13.4%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 12.50                         | 12.50                             | 12.50                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 11.50                             | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              | -                                   |

**Significant Issues and Changes**



## Property Records Line of Business

### Property Records & Customer Service Program

#### Purpose Statement

The purpose of the Property Records & Customer Service Line of Business is to provide current and historical property information services to property owners, taxpayers, other jurisdictions, and the public so they can receive prompt and accurate property information, make informed property decisions, and receive the highest quality customer experience.

#### Performance Narrative Statement

This program processed over 17,000 deeds in 2018 resulting in ownership, address, and/or boundary changes. On average records were updated within 5 business days to accurately reflect owner names, mailing and situs address on the current assessment and tax rolls. The volume of real estate activity requires prioritization of staff in order to update and maintain GIS mapping data and assessment records accurately to meet the deadline of closing our annual tax roll. This continues to impact available resources for our ongoing digital map conversion project. Progress continues, having retired 2,174 out of 3,386 paper maps with digital maps. We continue to maintain a high response level for public records requests and customer inquiries.

#### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/2018 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---|--------------------|
| Result | # of property record changes completed               | 18,553             | 18,335             | 18,115             | 17,487                                  | 16,962             |
| Result | >95% of phone calls returned within one business day | >95%               | >95%               | >95%               | >95%                                    | >95%               |
| Result | % of Assessor's tax maps digitized                   | 59%                | 64%                | 67%                | 70%                                     | 75%                |

Program includes:

Mandated Services  Yes

Shared Services  Yes

Grant Funding  Yes

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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- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



Property Records Line of Business

Property Records & Customer Service Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| State Grants & Revenues                         | -                  | -                  | 382,906                       | 382,906                           | 391,525                       | 8,619                          | 2.3%                                |
| State Shared Revenues                           | -                  | -                  | -                             | -                                 | 15,000                        | 15,000                         | 0%                                  |
| Other Revenues                                  | -                  | -                  | 35,000                        | 22,000                            | 35,000                        | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>417,906</b>                | <b>404,906</b>                    | <b>441,525</b>                | <b>23,619</b>                  | <b>5.7%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>417,906</b>                | <b>404,906</b>                    | <b>441,525</b>                | <b>23,619</b>                  | <b>5.7%</b>                         |
| Personnel Services                              | -                  | -                  | 1,490,070                     | 1,445,750                         | 1,676,145                     | 186,075                        | 12.5%                               |
| Materials & Services                            | -                  | -                  | 205,424                       | 204,624                           | 227,681                       | 22,257                         | 10.8%                               |
| Cost Allocation Charges                         | -                  | -                  | 202,072                       | 202,072                           | 232,044                       | 29,972                         | 14.8%                               |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>1,897,566</b>              | <b>1,852,446</b>                  | <b>2,135,870</b>              | <b>238,304</b>                 | <b>12.6%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>1,897,566</b>              | <b>1,852,446</b>                  | <b>2,135,870</b>              | <b>238,304</b>                 | <b>12.6%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>1,479,660</b>              | <b>1,447,540</b>                  | <b>1,694,345</b>              | <b>214,685</b>                 | <b>14.5%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 16.00                         | 16.00                             | 16.50                         | 0.50                           | 3.1%                                |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 13.50                             | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 2.50                              | -                             | -                              | -                                   |

Significant Issues and Changes



## **Clerk**

**Sherry Hall, County Clerk**

**1710 Red Soils Ct**

**Suite 100**

**Oregon City, Oregon 97045**

**503-655-8698**

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



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**CLACKAMAS**  
C O U N T Y





County Clerk Department

Department Budget Summary by Fund

| <i>Line of Business</i>       | FY 19/20    | FY 19/20         | FY 19/20                |                      | FY 19/20  |
|-------------------------------|-------------|------------------|-------------------------|----------------------|---|
| <i>Program</i>                | FTE         | General Fund     | Records Management Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| County Clerk                  |             |                  |                         |                      |   |
| Office of the Clerk           | 2.0         | 1,883,179        |                         | 1,883,179            | 172,581   |
| Elections                     | 5.0         | 891,000          |                         | 891,000              | -   |
| Recording                     | 7.0         | 649,624          |                         | 649,624              | -   |
|                               |             |                  |                         | -                    |   |
| Records Management            |             |                  |                         | -                    |   |
| Records Management            | 5.0         |                  | 798,112                 | 798,112              |   |
|                               |             |                  |                         | -                    |   |
| <b>TOTAL</b>                  | <b>19.0</b> | <b>3,423,803</b> | <b>798,112</b>          | <b>4,221,915</b>     | <b>172,581</b>                                    |
| <b>FY 18/19 Budget</b>        | 19.0        | 3,421,045        | 858,509                 | 4,279,554            | (106,725)   |
| <b>\$ Increase (Decrease)</b> | 0.0         | 2,758            | (60,397)                | (57,639)             | 279,306   |
| <b>% Increase (Decrease)</b>  | 0.0         | 0.081%           | -7.035%                 | -1.35%               | 261.71%   |

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Recording Fees are accounted for in the Clerk's organization of the General Fund. These revenues generate more than the amount required to support the Clerk's operations in the General Fund. The excess revenue is available for other General Fund uses.



**Department Mission**

The mission of the County Clerk is to provide elections, records management, property recording, property tax appeals, marriage and liquor licenses, and passport services to the general public, County departments and other government jurisdictions so they can exercise their right to vote, trust in the integrity of the process, and promptly conduct their business in a welcoming environment.

|  |
|--|
| <h2 style="margin: 0;">County Clerk's Department</h2> <p style="margin: 0;">Sherry Hall - County Clerk<br/>FTE 19.00<br/>Total Adopted \$ 4,219,003<br/>General Fund Support \$169,669</p> |
|--|

|   |
|---|
| <b>County Clerk</b>                                   |
| Sherry Hall Cty Clerk<br>Total Adopted<br>\$3,423,803 |
| Gen Fund \$ 169,669                                   |

|   |
|---|
| <b>Records Management</b>                       |
| Carol Hopkins Mgr<br>Total Adopted<br>\$798,112 |
| Gen Fund \$ 0                                   |

|  |
|--|
| <b>Office of the Clerk/BOPTA</b>                                 |
| Sherry Hall Cty Clerk<br>FTE 2.0<br>Total Adopted<br>\$1,883,179 |
| Gen Fund \$ 169,669  |

|  |
|--|
| <b>Records Management</b>                                  |
| Carol Hopkins Mgr<br>FTE 5.0<br>Total Adopted<br>\$798,112 |
| Gen Fund \$ 0  |

|   |
|---|
| <b>Elections</b>  |
| Andrew Jones Mgr<br>FTE 5.0<br>Total Adopted<br>\$891,000 |
| Gen Fund \$ 0   |

|  |
|--|
| <b>Recording</b>   |
| Cindy Swick Mgr<br>FTE 7.0<br>Total Adopted<br>\$649,624 |
| Gen Fund \$ 0  |



# County Clerk




## Office of the Clerk

### Purpose Statement

### Performance Narrative Statement

The Office of the Clerk program adopted a budget of \$1,880,267 operating budget a continuation of current funding levels. These resources will support office materials and services, training, and admin costs of supporting elections, records management, property recording, property tax appeals, marriage and liquor licenses, and passport services to the general public.

### Key Performance Measures

|  |        | FY 16-17<br>Actuals   | FY 17-18<br>Actual | FY 18-19<br>Target* | FY 18-19<br>Actuals as of<br>12/31/2018 | FY 19-20<br>Target |
|--|--------|---|--------------------|---------------------|---|--------------------|
|   | Result | % of Office of the Clerk results achieved   | 100%               | 100%                | 100%                                    | 100%               |
|   | Result | % of Petitioners whose appeal is heard by BOPTA   | 100%               | 100%                | 100%                                    | 100%               |
|  | Result | % Petitioners who receive a decision from the Clerk's office within five business days of their hearing | 100%               | 100%                | 100%                                    | 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



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Charges for Service                             | 3,039,968          | 2,663,219          | 2,708,006                     | 2,305,904                         | 2,468,000                     | (240,006)                      | -8.9%                            |
| <b>Operating Revenue</b>                        | <b>3,039,968</b>   | <b>2,663,219</b>   | <b>2,708,006</b>              | <b>2,305,904</b>                  | <b>2,468,000</b>              | <b>(240,006)</b>               | <b>-8.9%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | <b>3,039,968</b>   | <b>2,663,219</b>   | <b>2,708,006</b>              | <b>2,305,904</b>                  | <b>2,468,000</b>              | <b>(240,006)</b>               | <b>-8.9%</b>                     |
| Personnel Services                              | 1,196,959          | 1,236,300          | 1,376,838                     | 1,354,605                         | 1,368,938                     | (7,900)                        | -0.6%                            |
| Materials & Services                            | 60,971             | 44,253             | 79,131                        | 59,839                            | 79,759                        | 628                            | 0.8%                             |
| Cost Allocation Charges                         | 328,147            | 485,086            | 451,162                       | 451,162                           | 434,482                       | (16,680)                       | -3.7%                            |
| Capital Outlay                                  | 17,105             | 133                | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Expenditure</b>                    | <b>1,603,182</b>   | <b>1,765,772</b>   | <b>1,907,131</b>              | <b>1,865,606</b>                  | <b>1,883,179</b>              | <b>(23,952)</b>                | <b>-1.3%</b>                     |
| <b>Total Exp - Including Special Categories</b> | <b>1,603,182</b>   | <b>1,765,772</b>   | <b>1,907,131</b>              | <b>1,865,606</b>                  | <b>1,883,179</b>              | <b>(23,952)</b>                | <b>-1.3%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>(1,424,365)</b> | <b>(1,030,363)</b> | <b>(106,725)</b>              | <b>(76,459)</b>                   | <b>172,581</b>                | <b>279,306</b>                 | <b>261.7%</b>                    |
| Full Time Equiv Pos (FTE) Budgeted              | 2.00               | 2.00               | 2.00                          | 2.00                              | 2.00                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 2.00               | 2.00               | -                             | 2.00                              | -                             | -                              | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                |

**Significant Issues and Changes**

We fund all of our FTE's out of Clerk Program 00 except for 1.5 FTE's that are funded out of the Recording program so that Clerk specific fees that can only be used toward Recording functions partly fund 50% of three full time positions.



# County Clerk

## Elections Program

### Purpose Statement

### Performance Narrative Statement

The Elections program adopted a \$891,000 operating budget, a slight increase in funding levels due to the upcoming general election that includes the Presidential election. These resources will serve all registered voters of Clackamas County, candidates for elected office, those who file measures, and allowing local governments to hold elections.

### Key Performance Measures

|        |   | FY 16/17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actual as of 12/31/2018 | FY 19/20 Target |
|--------|---|-----------------|-----------------|-----------------|----------------------------------|-----------------|
| Result | Personnel cost per 1,000 ballots cast   | *No data        | \$ 56.62        | \$ 61.38        | Pending May Election             | \$ 60.00        |
| Result | Ballot correspondence sent to voters within 2 days (started tracking in 2018) | *No data        | 95.6%<br><=2.0  | 69.9%<br><=2.0  | Pending May Election             |                 |

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Miscellaneous Revenue                           | 331,320            | 427,472            | 225,000                       | 225,000                           | 285,000                       | 60,000                         | 26.7%                            |
| <b>Operating Revenue</b>                        | <b>331,320</b>     | <b>427,472</b>     | <b>225,000</b>                | <b>225,000</b>                    | <b>285,000</b>                | <b>60,000</b>                  | <b>26.7%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | <b>331,320</b>     | <b>427,472</b>     | <b>225,000</b>                | <b>225,000</b>                    | <b>285,000</b>                | <b>60,000</b>                  | <b>26.7%</b>                     |
| Materials & Services                            | 677,619            | 638,723            | 874,350                       | 887,666                           | 891,000                       | 16,650                         | 1.9%                             |
| <b>Operating Expenditure</b>                    | <b>677,619</b>     | <b>638,723</b>     | <b>874,350</b>                | <b>887,666</b>                    | <b>891,000</b>                | <b>16,650</b>                  | <b>1.9%</b>                      |
| <b>Total Exp - Including Special Categories</b> | <b>677,619</b>     | <b>638,723</b>     | <b>874,350</b>                | <b>887,666</b>                    | <b>891,000</b>                | <b>16,650</b>                  | <b>1.9%</b>                      |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0.0%                             |
| Full Time Equiv Pos (FTE) Budgeted              | 5.00               | 5.00               | 5.00                          | 5.00                              | 5.00                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.00               | 5.00               | -                             | 5.00                              | -                             | -                              | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                |

**Significant Issues and Changes**



# County Clerk

## Recording Program

### Purpose Statement

### Performance Narrative Statement

The Recording program adopted a \$649,624 operating budget, a continuation of current funding levels. These resources will provide the public access so they can receive marriage licenses, certify ownerships, interest, and definitions of property within Clackamas County.

### Key Performance Measures

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/2018 | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|---|--------------------|
| Result | % Customers who find the recorded records they are looking for        | *No data           | 98%                | 100%               | Pending                                 | 100%               |
| Result | % Recordable documents are recorded on the same day they are received | *No data           | 97%                | 100%               | Pending                                 | 100%               |
| Result | Requests for certified documents fulfilled within 1 days              | *No data           | 99%                | 100%               | Pending                                 | 100%               |

Program includes:

Mandated Services  Y/N

Shared Services  Y/N

Grant Funding  Y/N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>497,600</b>     | <b>334,217</b>     | <b>344,764</b>                | <b>344,764</b>                    | <b>323,222</b>                | <b>(21,542)</b>                | <b>-6.2%</b>                     |
| Charges for Service                             | 267,099            | 243,332            | 250,000                       | 225,000                           | 175,000                       | (75,000)                       | -30.0%                           |
| Miscellaneous Revenue                           | (337)              | (80)               | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Revenue</b>                        | <b>266,762</b>     | <b>243,252</b>     | <b>250,000</b>                | <b>225,000</b>                    | <b>175,000</b>                | <b>(75,000)</b>                | <b>-30.0%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | <b>764,362</b>     | <b>577,469</b>     | <b>594,764</b>                | <b>569,764</b>                    | <b>498,222</b>                | <b>(96,542)</b>                | <b>-16.2%</b>                    |
| Personnel Services                              | 102,117            | 111,492            | 100,000                       | 122,233                           | 129,432                       | 29,432                         | 29.4%                            |
| Materials & Services                            | 161,307            | 121,810            | 186,800                       | 136,278                           | 188,970                       | 2,170                          | 1.2%                             |
| Capital Outlay                                  | 167,059            | -                  | 8,000                         | 12,426                            | 8,000                         | -                              | 0%                               |
| <b>Operating Expenditure</b>                    | <b>430,483</b>     | <b>233,302</b>     | <b>294,800</b>                | <b>270,937</b>                    | <b>326,402</b>                | <b>31,602</b>                  | <b>10.7%</b>                     |
| Reserve for Future Expenditures                 | -                  | -                  | 344,764                       | -                                 | 323,222                       | (21,542)                       | -6.2%                            |
| <b>Total Exp - Including Special Categories</b> | <b>430,483</b>     | <b>233,302</b>     | <b>639,564</b>                | <b>270,937</b>                    | <b>649,624</b>                | <b>10,060</b>                  | <b>1.6%</b>                      |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0.0%</b>                      |
| Full Time Equiv Pos (FTE) Budgeted              | 7.00               | 7.00               | 7.00                          | 7.00                              | 7.00                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 7.00               | 7.00               | -                             | 6.00                              | -                             | -                              |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              |                                  |

**Significant Issues and Changes**

Recording gains revenue based off of recorded documents, the majority of these being from property sales. In FY 18-19 we experienced a significant downturn in sales in the market that directly affected the Recording revenue projections. Market analysis is showing that the market has stabilized and we should have more recorded documents for properties in 2019.

Note: With reduction in number of pages being recorded revenue has decreased due to regulated fee charges set by the state.





# Records Management

## Records Management Program

### Purpose Statement

### Performance Narrative Statement

Records Management adopted a \$798,112 operating 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 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/2018 | FY 19-20<br>Target |
|--|--|--------------------|--------------------|--------------------|---|--------------------|
|  | Zero unauthorized access to records  | *No data           | 100%               | 100%               | Pending                                 | 100%               |
|  | Department rush Records Requests delivered within one hour or less         | *No data           | 100%               | 100%               | Pending                                 | 100%               |
|  | Records will be destroyed within 30 days of appearing on the Destruct List | *No data           | 60%                | 80%                | Pending                                 | 80%                |
|  | Applicants their passport within the stipulated time frame                 | *No data           | 95%                | 98%                | Pending                                 | 98%                |

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.



Records Management

Records Management Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | 8,664              | 105,746            | 173,401                       | 173,401                           | 157,935                       | (15,466)                       | -8.9%                            |
| Charges for Service                             | 689,019            | 672,180            | 685,108                       | 691,622                           | 640,177                       | (44,931)                       | -6.6%                            |
| <b>Operating Revenue</b>                        | <b>689,019</b>     | <b>672,180</b>     | <b>685,108</b>                | <b>691,622</b>                    | <b>640,177</b>                | <b>(44,931)</b>                | <b>-6.6%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | <b>697,683</b>     | <b>777,926</b>     | <b>858,509</b>                | <b>865,023</b>                    | <b>798,112</b>                | <b>(60,397)</b>                | <b>-7.0%</b>                     |
| Personnel Services                              | 387,221            | 371,575            | 458,095                       | 458,105                           | 472,091                       | 13,996                         | 3.1%                             |
| Materials & Services                            | 86,681             | 91,250             | 112,483                       | 112,057                           | 111,998                       | (485)                          | -0.4%                            |
| Cost Allocation Charges                         | 118,034            | 141,699            | 136,926                       | 136,926                           | 177,353                       | 40,427                         | 29.5%                            |
| <b>Operating Expenditure</b>                    | <b>591,936</b>     | <b>604,524</b>     | <b>707,504</b>                | <b>707,088</b>                    | <b>761,442</b>                | <b>53,938</b>                  | <b>7.6%</b>                      |
| Contingency                                     | -                  | -                  | 151,005                       | -                                 | 36,670                        | -                              | 0%                               |
| <b>Total Exp - Including Special Categories</b> | <b>591,936</b>     | <b>604,524</b>     | <b>858,509</b>                | <b>707,088</b>                    | <b>798,112</b>                | <b>53,938</b>                  | <b>-7.0%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 5.00               | 5.00               | 5.00                          | 5.00                              | 5.00                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.00               | 5.00               | -                             | 5.00                              | -                             | -                              | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                |

**Significant Issues and Changes**



# **Disaster Management**

**Nancy Bush, Director**

**2200 Kaen Road Suite A  
Oregon City, Oregon 97045  
503-655-8378**

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



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**CLACKAMAS**  
C O U N T Y



# Disaster Management

## Department Mission

The Mission of the Disaster Management Department is to provide disaster planning, preparedness, response, recovery, mitigations, and Medical Examiner services to the Clackamas County community so they can equitably access services, survive a disaster, and recover as quickly as possible.

|  |
|--|
| <h3 style="margin: 0;">Disaster Management</h3> <p style="margin: 0;">Nancy Bush - Director<br/>FTE 11.00<br/>Total Adopted \$4,661,375<br/>General Fund Support \$2,256,168</p> |
|--|

|  |   |
|--|---|
| <p><b>Disaster Management</b></p> <p>Nancy Bush-Mgr<br/>Total Adopted<br/>\$3,656,586<br/>Gen Fund \$1,289,885</p> | <p><b>Medical Examiner</b></p> <p>Nancy Bush-Mgr<br/>Total Adopted<br/>\$1,004,789<br/>Gen Fund \$966,283</p> |
|--|---|

|  |   |
|--|---|
| <p><b>Disaster Mgt Operations</b></p> <p>Nancy Bush/Sarah Eckman-Mgr<br/>FTE 6.00<br/>Total Adopted<br/>\$3,656,586<br/>Gen Fund \$1,289,885</p> | <p><b>Medical Examiner Operations</b></p> <p>Cathy Phelps-Mgr<br/>FTE 5.00<br/>Total Adopted<br/>\$1,004,789<br/>Gen Fund \$966,283</p> |
|--|---|



# Disaster Management Department

## Department Budget Summary by Fund

| Line of Business               | FY 19/20    | FY 19/20                 | FY 19/20             | FY 19/20  |
|--------------------------------|-------------|--------------------------|----------------------|---|
| Program                        | FTE         | Disaster Management Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Disaster Management            |             |                          |                      |   |
| Disaster Management Operations | 6.0         | 3,656,586                | 3,656,586            | 1,289,885   |
| Medical Examiner               |             |                          |                      |   |
| Medical Examiner's Operations  | 5.0         | 1,004,789                | 1,004,789            | 966,283   |
| <b>TOTAL</b>                   | <b>11.0</b> | <b>4,661,375</b>         | <b>4,661,375</b>     | <b>2,256,168</b>                                  |
| <b>FY 18/19 Budget</b>         | 11.0        | 4,538,196                | 4,538,196            | 2,171,183   |
| <b>\$ Increase (Decrease)</b>  | 0.0         | 123,179                  | 123,179              | 84,985  |
| <b>% Increase (Decrease)</b>   | 0.0         | 2.71%                    | 2.71%                | 3.91%   |

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



**Purpose Statement**

The purpose of the Disaster Management Program is to provide planning and preparedness as well as response, recovery and mitigation services to residents, businesses, and visitors in Clackamas County so they can be prepared to protect themselves, their families, neighbors and community, and animals, and can equitably access resources, and recover quickly.

**Performance Narrative Statement**

The Disaster Management Operations Program adopted a \$3,656,586 budget, a continuation of current funding levels and funding for buyout due to the federal declaration for the December 2015 storms for mitigation project(s) and increased funding in other grant funding applied for. The funding amount also includes anticipated Urban Area Security Initiative (UASI) funding, which is pass through dollars of approximately \$550,000. The Emergency Management Performance Grant (EMPG) is expected to be around \$150,000, which helps offset the cost of staff. This federal funding is unstable in future years. However, there has been an increase of general fund to help offset the shortfall that Disaster Management has been experiencing from decreased funding. These resources will provide coordination and integration of emergency planning and preparedness efforts for the residents and visitors of Clackamas County. Achieving these targets will provide a more resilient community before, during and after disasters.

**Key Performance Measures**

|                |   | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|----------------|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result Measure | 90% of required Disaster Management Plans that are up to date and approved <sup>1</sup>   |                 | 97%             | 100%            | 95%                             | 100%            |
| Result Measure | 75% Clackamas County Departments have up to date, approved Continuity of Operations Plans in place <sup>2</sup>   |                 | 28%             | 75%             | 35%                             | 75%             |
| Output         | 85% of CCENS calls connected to residents <sup>3</sup>  |                 | 46%             | 85%             | 85%                             | 85%             |
| Result         | % of federal and state required disaster management plans, exercises and actual events that are required and in need of planning, response and recovery. <sup>4</sup> |                 | 100%            | Discontinued    |                                 |                 |

<sup>1</sup> We strive to reach 100% compliance and due to local funding and funding delay some of the plans were not completed during the fiscal year. NHMP was delayed due to federal funding, and the Mt. Hood Evacuation Plan was delayed due to local funding. The Debris Management Plan is currently underway.

<sup>2</sup> 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. Currently there are 53.19% of departments working on their plan and only 27.66% have approved plans.

<sup>3</sup> The Clackamas County Emergency Notification System software was replaced with Everbridge, a more robust system, in August 2018. The past Emergency Notification System, TFCC-West (Twenty First Century Communications), had program issues that allowed possible user errors on Dispatcher call throttle rates causing phone lines to be jammed or busy. TFCC-West also did not allow for IPAWS (Integrated Public Alert and Warning System) integration decreasing our ability to send out notifications on a more widespread basis.

<sup>4</sup> Disaster Management is still measuring this result; however, it is not Result Budget Measure

Program includes:

|                   |                                     |
|-------------------|-------------------------------------|
| Mandated Services | <input checked="" type="checkbox"/> |
| Shared Services   | <input type="checkbox"/>            |
| Grant Funding     | <input checked="" type="checkbox"/> |

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:** Oregon Revised Statutes Section 401 requires the County to have an emergency management program, Emergency Operations Plan (EOP), and Emergency Operations Center (EOC) and a staff trained to manage critical incident tasks during an emergency or major incident. **Grant Funding:** The Emergency Management Performance Grant (EMPG) provides approximately \$150,000 for salaries for the Clackamas County Emergency Management Program Operations; federal mitigation dollars for a buyout from the 2015 storms and Urban Area Security Initiative (UASI) federal funding, which is pass-through to local programs.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|-------------------------------|
| <b>Beginning Balance</b>                        | <b>820,185</b>     | <b>827,468</b>     | <b>853,166</b>                | <b>853,166</b>                    | <b>898,510</b>                | <b>45,344</b>               | <b>5.3%</b>                   |
| Federal Grants & Revenues                       | 313,470            | 573,799            | 1,439,132                     | 772,043                           | 1,460,191                     | 21,059                      | 1.5%                          |
| State Grants & Revenues                         | -                  | -                  | 16,000                        | 31,000                            | 8,000                         | (8,000)                     | -50.0%                        |
| Local Grants & Revenues                         | 6,032              | 1,410              | -                             | 65,520                            | -                             | -                           | 0%                            |
| Charges for Service                             | 328                | 16                 | -                             | 20,000                            | -                             | -                           | 0%                            |
| Other Revenues                                  | 13,792             | 7,635              | -                             | 2,595                             | -                             | -                           | 0%                            |
| Interfund Transfers                             | 968,973            | 1,020,768          | 1,282,643                     | 1,282,643                         | 1,289,885                     | 7,242                       | 0.6%                          |
| <b>Operating Revenue</b>                        | <b>1,302,595</b>   | <b>1,603,628</b>   | <b>2,737,775</b>              | <b>2,173,801</b>                  | <b>2,758,076</b>              | <b>20,301</b>               | <b>0.7%</b>                   |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,122,780</b>   | <b>2,431,096</b>   | <b>3,590,941</b>              | <b>3,026,967</b>                  | <b>3,656,586</b>              | <b>65,645</b>               | <b>1.8%</b>                   |
| Personnel Services                              | 843,394            | 919,361            | 974,971                       | 998,054                           | 1,055,652                     | 80,681                      | 8.3%                          |
| Materials & Services                            | 168,067            | 217,748            | 729,217                       | 683,885                           | 1,422,625                     | 693,408                     | 95.1%                         |
| Cost Allocation Charges                         | 193,049            | 217,647            | 196,518                       | 196,518                           | 196,118                       | (400)                       | -0.2%                         |
| Capital Outlay                                  | -                  | 100,609            | 1,058,955                     | 235,000                           | 225,000                       | (833,955)                   | -78.8%                        |
| <b>Operating Expenditure</b>                    | <b>1,204,510</b>   | <b>1,455,365</b>   | <b>2,959,661</b>              | <b>2,113,457</b>                  | <b>2,899,395</b>              | <b>(60,266)</b>             | <b>-2.0%</b>                  |
| Special Payments                                | 128,736            | 112,400            | 150,000                       | -                                 | 182,000                       | 32,000                      | 21.3%                         |
| Contingency                                     | -                  | -                  | 481,280                       | -                                 | 575,191                       | 93,911                      | 19.5%                         |
| <b>Total Exp - Including Special Categories</b> | <b>1,333,246</b>   | <b>1,567,765</b>   | <b>3,590,941</b>              | <b>2,113,457</b>                  | <b>3,656,586</b>              | <b>65,645</b>               | <b>1.8%</b>                   |
| <b>General Fund Support (if applicable)</b>     | <b>968,973</b>     | <b>1,020,768</b>   | <b>1,282,643</b>              | <b>1,282,643</b>                  | <b>1,289,885</b>              | <b>7,242</b>                | <b>0.6%</b>                   |
| Full Time Equiv Pos (FTE) Budgeted              | 6.00               | 6.00               | 6.00                          | 6.00                              | 6.00                          | -                           | 0%                            |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 6.00               | 6.00               | -                             | 5.00                              | -                             | -                           | -                             |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                           | -                             |

**Significant Issues and Changes**

Disaster Management traditionally receives the Emergency Management Performance Grant (EMPG), which support staff with a 50% match. Because the state is keeping more dollars there is less for local agencies. Clackamas County Disaster Management has been making up the difference over the past few years with fund balance. General funding has been obtained to help offset the loss of these federal funds. The increase in dollars in special payments and federal grants & revenues is due to \$1,318,191 in federal grant pass-through and mitigation project dollars. The Materials & Services budget line increased 95.1% due to an expected increase in Urban Area Security Initiative (UASI) funding that will be passed through to other local jurisdictions. The significant decrease in Capital Outlay is due to a reduction in hazard mitigation grant funding which previously was budget for property acquisition projects.





# Medical Examiner

## Medical Examiner Operations

### Purpose Statement

The purpose of the Medical Examiner's Office Program is to provide medicolegal death investigation service to decedents and their next-of-kin, and the medical and legal communities so they can receive scientific and legal determinations and respectful representations while communities effect resolutions, affix responsibility, and protect public health and safety.

### Performance Narrative Statement

The Medical Examiner adopted a \$1,004,789 budget, a continuation of current funding levels. 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 service to decedents and their next-of-kin, and the medical and legal communities so they can receive scientific and legal determinations and respectful representations.

### Key Performance Measures

|        |  | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as 12/31/18 | FY 19-20 Target |
|--------|--|-----------------|-----------------|-----------------|------------------------------|-----------------|
| Result | % of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted.                                |                 | 3%              | 4%              | 4%                           | 4%              |
| Result | % of the conducted Quality Assurance Reviews demonstrated to have no exceptions or non-compliance with protocols and established professional standards. |                 | 97%             | 95%             | 95%                          | 95%             |
| Result | Total Number of Medical Examiner Cases   |                 | 1033*           | 1,200           | 1,200                        | 1,200           |
|        | Number of On-Scene Investigations  |                 | 283*            | 366             | 366                          | 366             |
|        | Number of Reportable - Limited Investigations  |                 | 750*            | 834             | 834                          | 834             |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation      **Mandated Services: Oregon Revised Statutes Section 146 states that each county shall have a medical examiner function for the purpose of investigating and certifying the cause and manner of deaths requiring investigation.**

\*Calendar Year



Medical Examiner

Medical Examiner Operations

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>76,453</b>      | <b>26,099</b>      | <b>58,715</b>                 | <b>58,715</b>                     | <b>38,506</b>                 | <b>(20,209)</b>                | <b>-34.4%</b>                    |
| Interfund Transfers                             | 773,145            | 853,928            | 888,540                       | 888,540                           | 966,283                       | 77,743                         | 8.7%                             |
| <b>Operating Revenue</b>                        | <b>773,145</b>     | <b>853,928</b>     | <b>888,540</b>                | <b>888,540</b>                    | <b>966,283</b>                | <b>77,743</b>                  | <b>8.7%</b>                      |
| <b>Total Rev - Including Beginning Bal</b>      | <b>849,598</b>     | <b>880,027</b>     | <b>947,255</b>                | <b>947,255</b>                    | <b>1,004,789</b>              | <b>57,534</b>                  | <b>6.1%</b>                      |
| Personnel Services                              | 663,311            | 711,569            | 769,627                       | 756,301                           | 826,143                       | 56,516                         | 7.3%                             |
| Materials & Services                            | 93,444             | 88,649             | 136,130                       | 125,950                           | 133,285                       | (2,845)                        | -2.1%                            |
| Cost Allocation Charges                         | 28,811             | 31,260             | 41,498                        | 41,498                            | 45,361                        | 3,863                          | 9.3%                             |
| <b>Operating Expenditure</b>                    | <b>785,566</b>     | <b>831,478</b>     | <b>947,255</b>                | <b>923,749</b>                    | <b>1,004,789</b>              | <b>57,534</b>                  | <b>6.1%</b>                      |
| <b>Total Exp - Including Special Categories</b> | <b>785,566</b>     | <b>831,478</b>     | <b>947,255</b>                | <b>923,749</b>                    | <b>1,004,789</b>              | <b>57,534</b>                  | <b>6.1%</b>                      |
| <b>General Fund Support (if applicable)</b>     | <b>773,145</b>     | <b>853,928</b>     | <b>888,540</b>                | <b>888,540</b>                    | <b>966,283</b>                | <b>77,743</b>                  | <b>8.7%</b>                      |
| Full Time Equiv Pos (FTE) Budgeted              | 5.00               | 5.00               | 5.00                          | 5.00                              | 5.00                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.00               | 5.00               | -                             | 4.00                              | -                             | -                              | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              | -                                |

**Significant Issues and Changes**

The Medical Examiner's Office is a fairly stable office, which is 100% funded by general fund. For the fiscal year 2018-2019 we currently anticipate approximately a 9% increase in reported deaths. As the deaths increase there will be need for additional staff in the Medical Examiner's Office.



## **Technology Services**

**David Cummings, Chief Information Officer**

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

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



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**CLACKAMAS**  
C O U N T Y



# Technology Services

## Department Mission

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.

|                                   |  |
|-----------------------------------|--|
| <b>Technology Services</b>        |  |
| Dave Cummings - Director          |  |
| FTE 56                            |  |
| Total Adopted \$ 21,116,810       |  |
| General Fund Support \$ 4,580,377 |  |

|   |   |  |   |   |
|---|---|--|---|---|
| <b>Administration</b><br><br>Dave Cummings - Dir<br>Total Adopted<br>\$1,756,830<br>Gen Fund \$ - | <b>Applications</b><br><br>Eric Bohard - Mgr<br>Total Adopted<br>\$3,858,752<br>Gen Fund \$ 2,761,177   | <b>Technical Services</b><br><br>Chris Fricke - Mgr<br>Total Adopted<br>\$7,594,741<br>Gen Fund \$ 181,869 | <b>Communication Services</b><br><br>Ron Sandner - Mgr<br>Total Adopted<br>\$6,063,156<br>Gen Fund \$ - | <b>Enterprise Business Systems</b><br><br>OPEN - Mgr<br>Total Adopted<br>\$1,843,331<br>Gen Fund \$ 1,637,331 |
| <b>Office of the Director</b><br><br>FTE 6.00<br>Total Adopted<br>\$1,756,830<br>Gen Fund \$ -    | <b>County Wide Applications</b><br><br>FTE 9.0<br>Total Adopted<br>\$2,002,808<br>Gen Fund \$ 1,925,765 | <b>Technical Services</b><br><br>FTE 16.00<br>Total Adopted<br>\$6,522,424<br>Gen Fund \$ 181,869          | <b>Telecomm Services</b><br><br>FTE 6.00<br>Total Adopted<br>\$3,773,058<br>Gen Fund \$ -               | <b>Business Systems</b><br><br>FTE 6.00<br>Total Adopted<br>\$1,843,331<br>Gen Fund \$ 1,637,331              |
|   | <b>GIS</b><br><br>FTE 6.00<br>Total Adopted<br>\$1,305,476<br>Gen Fund \$ 835,412                       | <b>Network</b><br><br>FTE 2.00<br>Total Adopted<br>\$1,072,317<br>Gen Fund \$ -                            | <b>CBX</b><br><br>FTE 2.00<br>Total Adopted<br>\$2,290,098<br>Gen Fund \$ -                             |   |
|   | <b>Department Applications</b><br><br>FTE 3.00<br>Total Adopted<br>\$550,468<br>Gen Fund \$ -           |  |   |   |



## Technology Services

### Department Budget Summary by Fund

| <i>Line of Business</i>          | FY 19/20    | FY 19/20                     | FY 19/20                   | FY 19/20            | FY 19/20             | FY 19/20   |
|----------------------------------|-------------|------------------------------|----------------------------|---------------------|----------------------|--|
| <i>Program</i>                   | FTE         | Technology Services Fund 747 | Telecomm Services Fund 746 | CBX Fund 602        | Total Adopted Budget | General Fund Subsidy Adopted in Proposed Budget ** |
| Administration                   |             |                              |                            |                     |                      |  |
| Office of the Director           | 5.0         | 1,756,830                    |                            |                     | 1,756,830            | -  |
| Applications                     |             |                              |                            |                     |                      |  |
| County Wide Applications         | 9.0         | 2,002,808                    |                            |                     | 2,002,808            | 1,925,765  |
| GIS                              | 6.0         | 1,305,476                    |                            |                     | 1,305,476            | 835,412  |
| Department Applications          | 3.0         | 550,468                      |                            |                     | 550,468              | -  |
| Technical Services               |             |                              |                            |                     |                      |  |
| Technical Services               | 16.0        | 6,522,424                    |                            |                     | 6,522,424            | 181,869  |
| Network Services                 | 3.0         | 1,072,317                    |                            |                     | 1,072,317            |  |
| Communication Services           |             |                              |                            |                     |                      |  |
| Telecommunication Services       | 6.0         |                              | 3,773,058                  |                     | 3,773,058            | -  |
| CBX                              | 2.0         |                              |                            | 2,290,098           | 2,290,098            | -  |
| Enterprise Business Systems      |             |                              |                            |                     |                      |  |
| Business Systems                 | 6.0         | 1,843,331                    |                            |                     | 1,843,331            | 1,637,331  |
| <b>TOTAL</b>                     | <b>56.0</b> | <b>\$ 15,053,654</b>         | <b>\$ 3,773,058</b>        | <b>\$ 2,290,098</b> | <b>\$ 21,116,810</b> | <b>\$ 4,580,377</b>                                |
| <b>FY 18/19 Budget (Amended)</b> | 55.5        | \$ 17,297,553                | \$ 4,040,722               | \$ 2,707,789        | \$ 24,046,064        | \$ 4,712,410                                       |
| <b>\$ Increase (Decrease)</b>    | 0.50        | \$ (2,243,899)               | \$ (267,664)               | \$ (417,691)        | \$ (2,929,254)       | \$ (132,033)                                       |
| <b>% Increase ( Decrease)</b>    | 0.90%       | -12.97%                      | -6.62%                     | -15.43%             | -12.18%              | -2.80%   |

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



# Administration

## Office of the Director

### Purpose Statement

The purpose of the Technology Services Office 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.


### Performance Narrative

The Office of the Director Program adopted a budget of \$1,756,830, a decrease of \$387,335 from current funding levels (mainly due to a supplemental adjustment in FY18-19 that is not carried forward into FY19-20). These resources will provide a continuation of management oversight and direction in the utilization of technology and technical resources for the County. This results in providing efficient and reliable technical solutions and support to meet the business needs of the County.

Some planned priority projects include:

- Completion and ongoing maintenance of Technology Services Strategic Plan
- New version of Technology Services Performance Clackamas (MFR) Plan with updated metrics / measures
- Coordinate with County Administration on the new Red Soils Master Plan to include the potential new Court House, relocation of TS and H3S and other related technical support issues.
- Work with Human Resources on implementing the Clarify / Converse / Capture Program

### Key Performance Measures

|   |   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---|---|--------------------|--------------------|---------------------------------------|--------------------|
|  | <b>Result</b> Technology Services will develop, and maintain, a County Technology Strategic Plan that covers Technology Services and Initiatives. | ~10 %              | ~ 75%              | ~ 90%                                 | 100%               |
|   | <b>Result</b> % of staff with documented professional and technical training plan   | ~ 70%              | 70%                | 95%                                   | 100%               |
|   | <b>Efficiency</b> Total estimated annual donated actual value for Technology for Teaching   | \$26,305           | \$30,000           | \$47,520                              | \$30,000           |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  No

**Explanation** The performance metrics utilized are from the current version of the Technology Service Performance Clackamas Plan. Many of these metrics are based on surveys or outputs. TS is currently working on the next version of the Performance Plan to include a new set of metrics that better measure performance / align with our Strategic Plan and County goals. These metrics will be implemented over the next FY and should provide more useful / accurate information related to TS Performance and efficiencies.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | 150,300            | 246,583            | 856,054                       | 846,054                           | 280,000                       | (576,054)                      | -67.3%                              |
| Charges for Service                             | 1,223,283          | 1,259,955          | 1,288,111                     | 1,288,111                         | 1,476,830                     | 188,719                        | 14.7%                               |
| Other Revenues                                  | 68,618             | 38,476             | -                             | 491                               | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>1,291,901</b>   | <b>1,298,431</b>   | <b>1,288,111</b>              | <b>1,288,602</b>                  | <b>1,476,830</b>              | <b>188,719</b>                 | <b>14.7%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,442,201</b>   | <b>1,545,014</b>   | <b>2,144,165</b>              | <b>2,134,656</b>                  | <b>1,756,830</b>              | <b>(387,335)</b>               | <b>-18.1%</b>                       |
| Personnel Services                              | 806,704            | 830,171            | 940,270                       | 1,065,027                         | 935,144                       | (5,126)                        | -0.5%                               |
| Materials & Services                            | 132,645            | 169,972            | 738,574                       | 554,308                           | 272,165                       | (466,409)                      | -63.1%                              |
| Cost Allocation Charges                         | 216,000            | 245,106            | 235,321                       | 235,321                           | 319,521                       | 84,200                         | 35.8%                               |
| <b>Operating Expenditure</b>                    | <b>1,155,349</b>   | <b>1,245,249</b>   | <b>1,914,165</b>              | <b>1,854,656</b>                  | <b>1,526,830</b>              | <b>(387,335)</b>               | <b>-20.2%</b>                       |
| Contingency                                     | -                  | -                  | 230,000                       | -                                 | 230,000                       | -                              | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | <b>1,155,349</b>   | <b>1,245,249</b>   | <b>2,144,165</b>              | <b>1,854,656</b>                  | <b>1,756,830</b>              | <b>(387,335)</b>               | <b>-18.1%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>0</b>           | <b>0</b>           | <b>0</b>                      | <b>0</b>                          | <b>0</b>                      | <b>0</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 5.00               | 5.00               | 5.00                          | 5.00                              | 5.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.00               | 5.00               | -                             | 5.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

> In FY 18-19, this program had a supplemental budget adjust increase of \$699,054. This was a increase to pay for Operations Center remodel, temp staff to develop a CBX Business Plan, pay for the CBX public opinion survey and increase TS Contingency This was not part of the FY19-20 budget request.





# Applications

## County Wide Applications

### Purpose Statement

The purpose of the County Wide Applications Program is to provide database, document management, business analysis, web and application development, integration and applications management services to County staff, the public, businesses and other public agencies so they can enhance services, utilize web and mobile delivery, share information, maximize the use of evolving technologies and achieve their business requirements.

### Performance Narrative

The County Wide Applications Program adopted a budget of \$2,002,808, a decrease of \$1,927 from current funding levels. These resources will provide a continuation of analysis, development and support of applications 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).

Performance Metrics were primarily obtained via customer surveys and demonstrate overall a high level of customer satisfaction. The metric for workflow is being dropped due to the difficulty in defining actual workflow solutions. This program is developing a new set of performance metrics for new FY that more effectively measure efficient application design and integration.

Some priority projects include :

- Coordinate with Public & Government Affairs on the expanded / redesigned County Internet Site including new services and applications utilizing Drupal Content Management System.
- Expanding development technologies to include .NET and other client based development platforms to increase the scope of services provided.
- Create new data analytic services, especially in the use of performance metrics for departments.
- Develop new Document Management system to integrate current document repositories and provide efficient search / retention management capabilities.

### Key Performance Measures

|               |  | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---------------|--|--------------------|--------------------|---------------------------------------|--------------------|
| <b>Result</b> | % of developed applications that meet customer requirements                        | 99.07              | 95%                | 93.50%<br>(survey)                    | 95%                |
| <b>Result</b> | % of applications accessible in a mobile environment (if part of the design scope) | ~ 60%              | ~ 60%              | ~ 90%                                 | ~ 95 %             |
| <b>Output</b> | # of online workflow solutions for enhanced services                               | ~ 16               | ~ 16               | Discontinued                          | N/A                |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>85,000</b>      | <b>333,194</b>     | <b>131,000</b>                | <b>11,000</b>                     | <b>2,000</b>                  | <b>(129,000)</b>               | <b>-98.5%</b>                       |
| Charges for Service                             | 1,576,257          | 1,658,113          | 1,873,735                     | 1,873,735                         | 2,000,808                     | 127,073                        | 6.8%                                |
| Other Revenues                                  | 20,829             | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>1,597,086</b>   | <b>1,658,113</b>   | <b>1,873,735</b>              | <b>1,873,735</b>                  | <b>2,000,808</b>              | <b>127,073</b>                 | <b>6.8%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,682,086</b>   | <b>1,991,307</b>   | <b>2,004,735</b>              | <b>1,884,735</b>                  | <b>2,002,808</b>              | <b>(1,927)</b>                 | <b>-0.1%</b>                        |
| Personnel Services                              | 1,320,252          | 1,362,573          | 1,457,069                     | 1,351,998                         | 1,556,939                     | 99,870                         | 6.9%                                |
| Materials & Services                            | 143,228            | 250,166            | 292,381                       | 275,452                           | 146,488                       | (145,893)                      | -49.9%                              |
| Indirect Costs (Internal Dept Chgs)             | 227,000            | 229,083            | 229,564                       | 229,564                           | 265,830                       | 36,266                         | 15.8%                               |
| Cost Allocation Charges                         | 24,255             | 27,980             | 25,721                        | 25,721                            | 33,551                        | 7,830                          | 0.0%                                |
| <b>Operating Expenditure</b>                    | <b>1,714,735</b>   | <b>1,869,802</b>   | <b>2,004,735</b>              | <b>1,882,735</b>                  | <b>2,002,808</b>              | <b>(1,927)</b>                 | <b>-0.1%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>1,714,735</b>   | <b>1,869,802</b>   | <b>2,004,735</b>              | <b>1,882,735</b>                  | <b>2,002,808</b>              | <b>(1,927)</b>                 | <b>-0.1%</b>                        |
| <b>General Fund Support ( Non-Dept )</b>        | <b>1,699,036</b>   | <b>1,523,369</b>   | <b>1,747,675</b>              | <b>1,747,675</b>                  | <b>1,925,765</b>              | <b>178,090</b>                 | <b>10.2%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 9.00               | 9.00               | 9.00                          | 9.00                              | 9.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 9.00               | 9.00               | 9.00                          | 9.00                              | 9.00                          | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

> As part of the organizational structure for Performance Clackamas, this Program includes both ORG budgets of Web Services (0225) and Document Management (0230)

> In FY16-17 a major initiative to move the County website to a new Content Management System (Drupal) was started, during the last 2 years a large percentage of developer resources were diverted to this project which resulted in a reduction of other planned projects. This impacted some of the Key Performance Measures for this program. The initial conversion was completed the FY18-19 allowing resources to be re-allocated back to the projects and initiatives that were delayed. Drupal should provide additional capability for these projects.



# Applications

## GIS

### Purpose Statement

The Purpose of the Geographic Information System (GIS) Program is to provide spatially integrated data and mapping services to residents, businesses, County staff and other public agencies so they can make informed, location-based decisions using necessary geographic information.


### Performance Narrative

The GIS Program adopted a budget of \$1,305,476, a decrease of \$9,240 from current funding levels. 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.

Some priority projects include:

- Hiring new analyst to assume more GIS data management for County departments
- Testing and limited rollout of new ESRI Desktop User Portal tools to increase services directly available to staff
- Wrap up 20 year ORMAP Project with State of Oregon to cleanup and align tax lots

### Key Performance Measures

|  |   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|---|--------------------|--------------------|---------------------------------------|--------------------|
| <b>Result</b>  | % of GIS projects completed on time                         | 99%                | 99%                | 100%<br>(Survey)                      | 99%                |
|  <b>Result</b> | % of GIS projects completed that meet customer requirements | N/A                | 90%                | 100%<br>(Survey)                      | 99%                |
| <b>Efficiency</b>  | \$ Cost per printed map (Large Aerial)                      | \$35               | \$35               | \$35                                  | \$35               |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>179,000</b>     | <b>119,805</b>     | <b>90,000</b>                 | <b>200,000</b>                    | <b>55,000</b>                 | <b>(35,000)</b>                | <b>-38.9%</b>                       |
| State Grants & Revenues                         | 84,000             | 84,000             | 35,000                        | 42,000                            | 35,000                        | -                              | 0%                                  |
| Charges for Service                             | 1,188,898          | 1,164,272          | 1,121,716                     | 1,123,055                         | 1,182,476                     | 60,760                         | 5.4%                                |
| Other Revenues                                  | 34,231             | 35,816             | 33,000                        | 33,000                            | 33,000                        | -                              | 0%                                  |
| Interfund Transfers                             | 35,000             | 35,000             | 35,000                        | 35,000                            | -                             | (35,000)                       | -100.0%                             |
| <b>Operating Revenue</b>                        | <b>1,342,129</b>   | <b>1,319,088</b>   | <b>1,224,716</b>              | <b>1,233,055</b>                  | <b>1,250,476</b>              | <b>25,760</b>                  | <b>2.1%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,521,129</b>   | <b>1,438,893</b>   | <b>1,314,716</b>              | <b>1,433,055</b>                  | <b>1,305,476</b>              | <b>(9,240)</b>                 | <b>-0.7%</b>                        |
| Personnel Services                              | 938,545            | 949,691            | 902,945                       | 1,019,029                         | 1,012,574                     | 109,629                        | 12.1%                               |
| Materials & Services                            | 53,581             | 54,328             | 149,015                       | 96,270                            | 83,989                        | (65,026)                       | -43.6%                              |
| Indirect Costs (Internal Dept Chgs)             | 138,723            | 139,995            | 140,289                       | 140,289                           | 177,220                       | 36,931                         | 26.3%                               |
| Cost Allocation Charges                         | 19,624             | 25,116             | 22,467                        | 22,467                            | 31,693                        | 9,226                          | 0.0%                                |
| Capital Outlay                                  | 100,000            | -                  | 100,000                       | 100,000                           | -                             | (100,000)                      | -100.0%                             |
| <b>Operating Expenditure</b>                    | <b>1,250,473</b>   | <b>1,169,130</b>   | <b>1,314,716</b>              | <b>1,378,055</b>                  | <b>1,305,476</b>              | <b>(9,240)</b>                 | <b>-0.7%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>1,250,473</b>   | <b>1,169,130</b>   | <b>1,314,716</b>              | <b>1,378,055</b>                  | <b>1,305,476</b>              | <b>(9,240)</b>                 | <b>-0.7%</b>                        |
| <b>General Fund Support ( Non-Dept )</b>        | <b>644,557</b>     | <b>693,423</b>     | <b>717,584</b>                | <b>717,584</b>                    | <b>835,412</b>                | <b>117,828</b>                 | <b>16.4%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 5.50               | 5.50               | 5.50                          | 5.50                              | 6.00                          | 0.50                           | 9.1%                                |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.50               | 5.50               |                               | 5.00                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  |                               | 0.50                              |                               |                                |                                     |

**Significant Issues and Changes**

- > For FY19-20, the shared part-time position was dropped.
- > Due to a increase in data management requirements for the County, in FY19-20 a new GIS Analyst FTE was added. Most of the cost was covered by savings, reduction in capital expenses and shared expense with other County Departments.



# Applications

## Department Applications

### Purpose Statement

The Purpose of the Department Applications Program is to provide specialized business analysis, application development, maintenance, integration, customizations, and support services to County departments so they can have timely, reliable and cost effective use of their department business systems in support of their customers.

### Performance Narrative

The Department Applications Program adopted a budget of \$550,468, a increase of \$83,122 from current funding levels (This is due to a change in staffing with a dedicated FTE for DTD they are allocated for directly). These resources will continue to provide analysis, development and support of critical department data and applications to meet the business requirements of the County departments.

Some priority projects include :

- Utilizing new DTD Coordinator position, work with DTD to upgrade the Accela Permitting System and implement new E-Permitting applications to create new online permitting services and capability

### Key Performance Measures

|               |  | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---------------|--|--------------------|--------------------|---------------------------------------|--------------------|
| <b>Result</b> | % of major department projects where approved business and service improvements are achieved | N/A                | 95%                | ~ 95%<br>(Survey<br>In-Progress)      | 95%                |
| <b>Result</b> | % of department applications accessible in a mobile environment                              | ~50%               | ~50%               | ~ 60%                                 | ~ 80%              |
| <b>Output</b> | Average response time to develop solution for reporting / Immediate request                  | N/A                | 10 hours           | ~ 10 hours                            | 10<br>Hours        |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Applications

Department Applications

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | 11,464             | 3,000                         | (9,000)                           | 1,000                         | (2,000)                        | 0.0%                                |
| Charges for Service                             | 344,297            | 359,117            | 359,320                       | 359,320                           | 549,468                       | 190,148                        | 52.9%                               |
| Other Revenues                                  | 118,427            | 128,305            | 105,026                       | 137,076                           | -                             | (105,026)                      | -100.0%                             |
| <b>Operating Revenue</b>                        | <b>462,724</b>     | <b>487,422</b>     | <b>464,346</b>                | <b>496,396</b>                    | <b>549,468</b>                | <b>85,122</b>                  | <b>18.3%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>462,724</b>     | <b>498,886</b>     | <b>467,346</b>                | <b>487,396</b>                    | <b>550,468</b>                | <b>83,122</b>                  | <b>17.8%</b>                        |
| Personnel Services                              | 320,881            | 356,939            | 363,630                       | 388,700                           | 430,690                       | 67,060                         | 18.4%                               |
| Materials & Services                            | 10,014             | 6,123              | 19,009                        | 12,989                            | 20,764                        | 1,755                          | 9.2%                                |
| Indirect Costs (Internal Dept Chgs)             | 75,667             | 76,361             | 76,521                        | 76,521                            | 88,610                        | 12,089                         | 15.8%                               |
| Cost Allocation Charges                         | 13,411             | 11,909             | 8,186                         | 8,186                             | 10,404                        | 2,218                          | 0.0%                                |
| <b>Operating Expenditure</b>                    | <b>419,973</b>     | <b>451,332</b>     | <b>467,346</b>                | <b>486,396</b>                    | <b>550,468</b>                | <b>83,122</b>                  | <b>17.8%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>419,973</b>     | <b>451,332</b>     | <b>467,346</b>                | <b>486,396</b>                    | <b>550,468</b>                | <b>83,122</b>                  | <b>17.8%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Budgeted              | 3.00               | 3.00               | 3.00                          | 3.00                              | 3.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 3.00               | 3.00               | -                             | 3.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

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



# Technical Services

## Technical Services

### Purpose Statement

The purpose of the Technical Services Line of Business is to provide technology support, system and storage administration, technology procurement and call center services to County staff so they can effectively utilize County technology in support of their business requirements and services.


### Performance Narrative

The Technical Services Program adopted a budget of \$6,522,424, an decrease of \$1,454,425 from current funding levels. This is a decrease in funding due to additional funding added to Capital Replacement projects / reserve carried over from FY17-18 into FY18-19 for planned major upgrades to the County infrastructure and some new software packages. Some of these upgrades were completed in FY18-19, however much of the network upgrade will be rolled into FY19-20 to be completed. 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 develop custom asset management system to manage all equipment, licenses and utilization as well assist in allocation tracking.
- Expand Virtual Services / Server Farms to be more fault tolerant, enhanced performance and additional management capabilities.
- Configure, test and begin phased rollout of Microsoft Cloud services such as 365 and Azure
- Increase security standards, update policies and rollout new County Security Training program.

### Key Performance Measures

|   |  | FY 17-18<br>Actual   | FY 18-19<br>Target   | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---|--|----------------------|----------------------|---------------------------------------|--------------------|
|  <b>Result</b> | % of County Respondents and / or other agencies who rate TS call center support as "Good" or "Excellent" | 98.72%<br>(survey)   | 95%                  | 98.5%<br>(survey)                     | 98%                |
| <b>Result</b>   | % of urgent system issues resolved within 4 hrs based on survey results.                                 | 98%                  | 99%                  | 98.25%<br>(survey)                    | 99%                |
| <b>Efficiency</b>   | \$ allocated costs per PC (tier 1)<br>( Goal <= 5% increase )  | \$2,111.30<br>3.38 % | < \$2,216.87<br>< 5% | \$2,147.43<br>1.71 %                  | 2185.92<br>1.79 %  |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Technical Services

Technical Services

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>1,460,990</b>   | <b>2,554,028</b>   | <b>2,588,958</b>              | <b>2,620,958</b>                  | <b>731,958</b>                | <b>-1,857,000</b>              | <b>-71.7%</b>                       |
| Charges for Service                             | 4,982,409          | 5,083,000          | 5,387,891                     | 5,387,891                         | 5,790,466                     | 402,575                        | 7.5%                                |
| Other Revenues                                  | -                  | 250                | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>4,982,409</b>   | <b>5,083,250</b>   | <b>5,387,891</b>              | <b>5,387,891</b>                  | <b>5,790,466</b>              | <b>402,575</b>                 | <b>7.5%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>6,443,399</b>   | <b>7,637,278</b>   | <b>7,976,849</b>              | <b>8,008,849</b>                  | <b>6,522,424</b>              | <b>(1,454,425)</b>             | <b>-18.2%</b>                       |
| Personnel Services                              | 2,405,356          | 2,638,170          | 2,740,281                     | 2,866,935                         | 2,965,769                     | 225,488                        | 8.2%                                |
| Materials & Services                            | 893,194            | 1,204,913          | 1,785,003                     | 1,684,543                         | 1,514,834                     | (270,169)                      | -15.1%                              |
| Indirect Costs (Internal Dept Chgs)             | 403,557            | 407,258            | 408,114                       | 408,114                           | 472,586                       | 64,472                         | 15.8%                               |
| Cost Allocation Charges                         | 50,410             | 48,344             | 47,493                        | 47,493                            | 64,777                        | 17,284                         | 0.0%                                |
| Capital Outlay                                  | 476,439            | 659,526            | 2,389,000                     | 2,269,806                         | 897,500                       | (1,491,500)                    | -62.4%                              |
| <b>Operating Expenditure</b>                    | <b>4,228,956</b>   | <b>4,958,211</b>   | <b>7,369,891</b>              | <b>7,276,891</b>                  | <b>5,915,466</b>              | <b>(1,454,425)</b>             | <b>-19.7%</b>                       |
| Reserve for Future Expenditures                 | -                  | -                  | 306,958                       | -                                 | 306,958                       | -                              | 0%                                  |
| Contingency                                     | -                  | -                  | 300,000                       | -                                 | 300,000                       | -                              | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | <b>4,228,956</b>   | <b>4,958,211</b>   | <b>7,976,849</b>              | <b>7,276,891</b>                  | <b>6,522,424</b>              | <b>(1,454,425)</b>             | <b>-18.2%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>301,958</b>     | <b>351,319</b>     | <b>315,192</b>                | <b>315,192</b>                    | <b>181,869</b>                | <b>-133,323</b>                | <b>-42.3%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 16.00              | 16.00              | 16.00                         | 16.00                             | 16.00                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 16.00              | 16.00              | -                             | 15.00                             | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              |                                     |

**Significant Issues and Changes**

> Starting in FY14-15, Technical Support implemented a new Capital Replacement Program that allowed projected capital expenses for large infrastructure items (such as network, servers, storage etc.) to be built into the allocation and "reserved" each year as part of the fund balance roll to build up capital until required for large equipment replacement. This allowed funds to be built up to maintain / expand County infrastructure without potential failure of aging equipment nor the need to request large general fund infusions and/or unstable allocation rates.

> In FY18-19, a supplemental increase of \$1,862,000 was added to the budget as fund balance from FY17-18, a majority of these funds where unspent capital replacement due to vendor issues, changes in technical requirements and size of the replacement projects. Much of the server and storage replacement / growth was accomplished in FY18-19. However, most of the network upgrade will occur in FY19-20 which will require another, although smaller, supplemental roll of funds from FY18-19 to FY19-20 to complete the project. This cyclic build / roll / spend of reserves will continue as equipment ages out and reserves are built to be ready to replace the equipment. However, the annual revenue to build these reserves are fairly flat and can be forecast.





# Technical Services

## Network Services

### Purpose Statement

The purpose of the Network Services program is to provide network architecture, infrastructure, wireless, internet and networking related support services to staff, outside agencies and visitors so they can conduct business and achieve their business results utilizing a reliable, high performance, 24/7 secure network infrastructure.

### Performance Narrative

The Network Services Program adopted a budget of \$1,072,317, a decrease of \$179,466 from current funding levels. 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%.

Some of the priority projects include:

- Redesign and installation of the County network for increased performance, replace aging equipment, and meet new CJIS encryption standards.
- Continue to deploy new / enhanced security measures to protect County data and crucial services.
- Start migration of County to new IPv6 network protocol standards

### Key Performance Measures

|               |   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---------------|---|--------------------|--------------------|---------------------------------------|--------------------|
| <b>Result</b> | % of days where all core networking infrastructure is operational (excluding scheduled maintenance) | 99.97%             | 99.90%             | 99.85%                                | 99.90%             |
| <b>Result</b> | % of customer support request responses that meet approved delivery scope and timeline              | ~90%               | ~90%               | 97.36%<br>(Survey)                    | 99%                |
| <b>Output</b> | Number of supported networked devices (Not including Mobile Phones)                                 | 4902               | ~4900              | 5032                                  | ~5100              |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Technical Services

Network Services

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>167,000</b>     | <b>78,300</b>      | <b>177,000</b>                | <b>177,000</b>                    | <b>65,000</b>                 | <b>(112,000)</b>               | <b>-63.3%</b>                       |
| Charges for Service                             | 1,084,827          | 1,118,665          | 1,024,783                     | 1,024,783                         | 957,317                       | (67,466)                       | -6.6%                               |
| Other Revenues                                  | 50,000             | 50,000             | 50,000                        | 50,000                            | 50,000                        | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>1,134,827</b>   | <b>1,168,665</b>   | <b>1,074,783</b>              | <b>1,074,783</b>                  | <b>1,007,317</b>              | <b>(67,466)</b>                | <b>-6.3%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,301,827</b>   | <b>1,246,965</b>   | <b>1,251,783</b>              | <b>1,251,783</b>                  | <b>1,072,317</b>              | <b>(179,466)</b>               | <b>-14.3%</b>                       |
| Personnel Services                              | 566,315            | 572,230            | 597,858                       | 636,000                           | 631,631                       | 33,773                         | 5.6%                                |
| Materials & Services                            | 259,919            | 254,424            | 565,614                       | 462,472                           | 369,492                       | (196,122)                      | -34.7%                              |
| Indirect Costs (Internal Dept Chgs)             | 75,667             | 76,361             | 76,522                        | 76,522                            | 59,073                        | (17,449)                       | -22.8%                              |
| Cost Allocation Charges                         | 9,974              | 10,912             | 11,789                        | 11,789                            | 12,121                        | 332                            | 0.0%                                |
| <b>Operating Expenditure</b>                    | <b>911,875</b>     | <b>913,927</b>     | <b>1,251,783</b>              | <b>1,186,783</b>                  | <b>1,072,317</b>              | <b>(179,466)</b>               | <b>-14.3%</b>                       |
| <b>Total Exp - Including Special Categories</b> | <b>911,875</b>     | <b>913,927</b>     | <b>1,251,783</b>              | <b>1,186,783</b>                  | <b>1,072,317</b>              | <b>(179,466)</b>               | <b>-14.3%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 3.00               | 3.00               | 3.00                          | 3.00                              | 3.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 3.00               | 3.00               | -                             | 3.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

> For FY19-20, there is a budgeted reduction of 1 FTE for a retirement that will not be replaced for now.



# Communication Services

## Telecommunication Services

### Purpose Statement

The purpose of Telecommunication Services is to provide phone, radio, security systems, audio visual, wiring and communications technical support services to County staff and other agencies so they can be secure in the work place and communicate reliably across unified leading edge systems with 24/7 support.

### Performance Narrative

The Telecommunications Services Program adopted a budget of \$3,773,058, a decrease of \$267,664 from current funding levels. This reduction is due to an supplemental increase in FY18-19 with fund balance from FY17-18 planned for voice server upgrades. These upgrades were on hold until FY18-19 and FY19-20. These resources will continue to provide analysis, installation and reliable support of critical County communications and securely to efficiently meet the business requirements of the County departments while maintaining flat rates.

Some priority projects include:

- Upgrade the County phone switches to latest version to enhance performance and capabilities.
- Introduce new / enhanced Unified Communication Services such as integrated voice mail, Video Conferencing, Smart Call Centers, smart messaging etc.
- Complete beta test of Alertus Alert System in Corrections, finalize utilization policy and begin County wide rollout

### Key Performance Measures

|                   |  | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|-------------------|--|-----------------|-----------------|---------------------------------|-----------------|
| <b>Result</b>     | % of days where there are no service interruptions to core telecomm services (excluding scheduled maintenance) | 100.00%         | 99.50%          | 100.00%                         | 100.00%         |
| <b>Result</b>     | Average response time for work orders (during scheduled business hours) in hours                               | 1.75            | 2.00            | 2.08                            | 2.00            |
| <b>Efficiency</b> | \$ average cost to install desktop telecommunications devices  | \$150           | \$150           | \$150                           | \$150           |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Communications Services

Telecommunication Services

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>744,588</b>     | <b>1,114,437</b>   | <b>1,492,099</b>              | <b>1,492,099</b>                  | <b>991,811</b>                | <b>(500,288)</b>               | <b>-33.5%</b>                       |
| Charges for Service                             | 2,695,849          | 2,718,417          | 2,548,623                     | 2,597,921                         | 2,781,247                     | 232,624                        | 9.1%                                |
| Other Revenues                                  | 5,627              | 12,635             | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>2,701,476</b>   | <b>2,731,052</b>   | <b>2,548,623</b>              | <b>2,597,921</b>                  | <b>2,781,247</b>              | <b>232,624</b>                 | <b>9.1%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>3,446,064</b>   | <b>3,845,489</b>   | <b>4,040,722</b>              | <b>4,090,020</b>                  | <b>3,773,058</b>              | <b>(267,664)</b>               | <b>-6.6%</b>                        |
| Personnel Services                              | 760,088            | 794,457            | 1,055,564                     | 925,810                           | 1,074,871                     | 19,307                         | 1.8%                                |
| Materials & Services                            | 1,279,584          | 1,318,859          | 1,568,800                     | 1,636,554                         | 1,679,170                     | 110,370                        | 7.0%                                |
| Indirect Costs (Internal Dept Chgs)             | 126,112            | 127,268            | 153,043                       | 153,043                           | 177,220                       | 24,177                         | 15.8%                               |
| Cost Allocation Charges                         | 54,289             | 59,388             | 62,802                        | 62,802                            | 81,797                        | 18,995                         | 30.2%                               |
| Capital Outlay                                  | 111,554            | 53,418             | 1,200,513                     | 320,000                           | 760,000                       | (440,513)                      | -36.7%                              |
| <b>Operating Expenditure</b>                    | <b>2,331,627</b>   | <b>2,353,390</b>   | <b>4,040,722</b>              | <b>3,098,209</b>                  | <b>3,773,058</b>              | <b>(267,664)</b>               | <b>-6.6%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>2,331,627</b>   | <b>2,353,390</b>   | <b>4,040,722</b>              | <b>3,098,209</b>                  | <b>3,773,058</b>              | <b>(267,664)</b>               | <b>-6.6%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 5.00               | 5.00               | 6.00                          | 6.00                              | 6.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.00               | 5.00               | -                             | 5.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

> As part of the phone systems infrastructure for the County, Telecommunications operates 4 large phone servers. These are replaced or upgraded on average 1 every 2 years for a 8 year rotation. In order to keep rates flat, and have sufficient capital for maintaining the equipment, Telecommunications maintains an equipment replacement program that builds a capital replacement fund. Every other year a new server is procured / upgraded reducing this fund while the following year the fund is built back up and rolled into the next year. This results in sufficient funding to maintain the infrastructure without impacting rates but does cause a cyclic balance in Fund Balance and Capital Outlay.

> As with the Voice Servers, Telecommunications supports the Video Storage Arrays for the County's CCTV System. These are several large storage arrays that need to be upgraded / replaced every 4-5 years. This replacement program also maintains a capital reserve that rolls / grows year to year as needed to maintain the storage requirements for the County.



# Communication Services

CBX

## Purpose Statement

The purpose of the Clackamas Broadband eXchange (CBX) program is to provide fiber optic design, allocation, installation and maintenance services to County departments, public institutions, bandwidth intensive businesses and ISP Providers so they can experience fast, reliable connectivity at a low cost while also providing business opportunities.


## Performance Narrative

The CBX Program adopted a budget of \$2,290,098 a decrease of \$417,691 from current funding levels. This is due to a decrease in forecasted construction projects. These resources will continue to provide design, construction and reliable support of the fiber infrastructure to efficiently provide connectivity to public and private customers, maintain self sufficiency and managed growth while containing annual rate increases to an average of 5% or less. Continued expansion via construction to new customers is expected to continue. This program is fully self supportive.

Some priority projects include:

- Complete a comprehensive business plan outlining the future direction of CBX and potential development into an Internet Services Provider (ISP) to provide services in underserved areas of the County

## Key Performance Measures

|   |  | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---|--|--------------------|--------------------|---------------------------------------|--------------------|
|  <b>Result</b> | \$ Annual estimated savings for public institutions utilizing CBX (includes redundant connections)                                       | \$1,275,000        | \$1,300,000        | \$1,375,000                           | \$1,500,000        |
| <b>Result</b>   | % Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs) | 99.73              | 99.90%             | 99.95%                                | 99.90%             |
| <b>Efficiency</b>   | \$ base cost per fiber connection per public institution / monthly   | \$255              | \$255              | \$255                                 | \$255              |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>144,699</b>     | <b>270,865</b>     | <b>313,589</b>                | <b>313,589</b>                    | <b>243,898</b>                | <b>(69,691)</b>                | <b>-22.2%</b>                       |
| Licenses & Permits                              | 26,872             | 29,531             | 36,000                        | 36,000                            | 38,000                        | 2,000                          | 5.6%                                |
| Charges for Service                             | 2,564,145          | 1,821,396          | 2,358,000                     | 1,608,000                         | 2,008,000                     | (350,000)                      | -14.8%                              |
| Other Revenues                                  | 13,806             | 2,255              | 200                           | -                                 | 200                           | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>2,604,823</b>   | <b>1,853,182</b>   | <b>2,394,200</b>              | <b>1,644,000</b>                  | <b>2,046,200</b>              | <b>(348,000)</b>               | <b>-14.5%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,749,522</b>   | <b>2,124,047</b>   | <b>2,707,789</b>              | <b>1,957,589</b>                  | <b>2,290,098</b>              | <b>(417,691)</b>               | <b>-15.4%</b>                       |
| Personnel Services                              | 248,720            | 330,125            | 342,353                       | 361,900                           | 375,209                       | 32,856                         | 9.6%                                |
| Materials & Services                            | 135,471            | 289,353            | 413,600                       | 273,955                           | 411,105                       | (2,495)                        | -0.6%                               |
| Indirect Costs (Internal Dept Chgs)             | 50,445             | 50,907             | 51,014                        | 51,014                            | 59,073                        | 8,059                          | 15.8%                               |
| Cost Allocation Charges                         | 21,297             | 28,570             | 40,859                        | 40,859                            | 63,093                        | 22,234                         | 54.4%                               |
| Capital Outlay                                  | 1,991,617          | 1,088,421          | 1,673,963                     | 949,963                           | 1,193,618                     | (480,345)                      | -28.7%                              |
| <b>Operating Expenditure</b>                    | <b>2,447,550</b>   | <b>1,787,376</b>   | <b>2,521,789</b>              | <b>1,677,691</b>                  | <b>2,102,098</b>              | <b>(419,691)</b>               | <b>-16.6%</b>                       |
| Special Payments                                | 31,106             | 23,082             | 36,000                        | 36,000                            | 38,000                        | 2,000                          | 5.6%                                |
| Contingency                                     | -                  | -                  | 150,000                       | -                                 | 150,000                       | -                              | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | <b>2,478,656</b>   | <b>1,810,458</b>   | <b>2,707,789</b>              | <b>1,713,691</b>                  | <b>2,290,098</b>              | <b>(417,691)</b>               | <b>-15.4%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 1.00               | 2.00               | 2.00                          | 2.00                              | 2.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 1.00               | 2.00               | -                             | 2.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

- > Since FY13-14, CBX has been operating independently of the NTIA grant as a self-sustaining, self funded program.
- > Many of the new fiber construction projects to extend the fiber plant out to new locations are actually funded by the customer being connected with CBX managing the project and after completion, assuming ownership and maintenance of the new fiber. The funding for these additional fiber projects is initially provided by CBX and then reimbursed back to CBX. This requires additional budget authority for CBX to both fund and receive reimbursement - this requires periodic supplemental budget adjustments to increase both the Charges for Services and Capital Outlay (Construction) budgets. This causes an "artificial" increase in expenses and revenues even though the projects are a net zero. This will occur through out the fiscal year as new projects are introduced and completed.



# Enterprise Business Systems

## Business Systems

### Purpose Statement

The purpose of the Business Systems Program is to provide development, maintenance, integration, and support services for County human resources management, finance, payroll, and budget systems to Board of County Commissioners, County leadership and County staff so they can plan and manage their financial and human resource assets.


### Performance Narrative

The Business Services Program adopted a budget of \$1,843,331 a decrease of \$294,628 from current funding levels. These resources will continue to provide analysis, upgrades and reliable support of the County business systems to efficiently meet the business and operational requirements of the County departments.

Some priority project include:

- Implementation of Manager Self Service providing new / enhanced workflow and paperless solutions
- In coordination with Human Resources and Finance, analysis of current PeopleSoft implementation to determine potential long term Enterprise Resource Planning (ERP) solutions and costs.
- Assist as required in the implementation of Equal Pay Act

### Key Performance Measures

|   |   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---|---|--------------------|--------------------|---------------------------------------|--------------------|
|  | <b>Result</b> % of County respondents who rate business systems' services as good or excellent                              | 87.50%             | 95%                | 100%<br>(Survey)                      | 100%               |
|   | <b>Result</b> % of days where core systems are operational (during normal business hours / excluding scheduled maintenance) | 99.27%             | 100%               | 99.90%                                | 99+%               |
|   | <b>Efficiency</b> % of projects where approved timelines are achieved   | ~90%               | 99%                | 100%<br>(Survey)                      | 100%               |

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>2,000</b>       | <b>-</b>           | <b>1,000</b>                  | <b>1,000</b>                      | <b>1,000</b>                  | <b>-</b>                       | <b>0%</b>                           |
| Charges for Service                             | 1,363,211          | 1,562,134          | 2,136,959                     | 2,136,959                         | 1,842,331                     | (294,628)                      | -13.8%                              |
| Interfund Transfers                             | 38,000             | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>1,401,211</b>   | <b>1,562,134</b>   | <b>2,136,959</b>              | <b>2,136,959</b>                  | <b>1,842,331</b>              | <b>(294,628)</b>               | <b>-13.8%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,403,211</b>   | <b>1,562,134</b>   | <b>2,137,959</b>              | <b>2,137,959</b>                  | <b>1,843,331</b>              | <b>(294,628)</b>               | <b>-13.8%</b>                       |
| Personnel Services                              | 675,668            | 867,070            | 948,216                       | 946,042                           | 1,049,245                     | 101,029                        | 10.7%                               |
| Materials & Services                            | 415,718            | 430,760            | 1,013,871                     | 1,016,045                         | 593,528                       | (420,343)                      | -41.5%                              |
| Indirect Costs (Internal Dept Chgs)             | 126,112            | 152,722            | 153,043                       | 153,043                           | 177,220                       | 24,177                         | 15.8%                               |
| Cost Allocation Charges                         | 14,344             | 15,261             | 16,829                        | 16,829                            | 23,338                        | 6,509                          | 38.7%                               |
| Capital Outlay                                  | -                  | -                  | 6,000                         | 5,000                             | -                             | (6,000)                        | 0.0%                                |
| <b>Operating Expenditure</b>                    | <b>1,231,842</b>   | <b>1,465,813</b>   | <b>2,137,959</b>              | <b>2,136,959</b>                  | <b>1,843,331</b>              | <b>(294,628)</b>               | <b>-13.8%</b>                       |
| <b>Total Exp - Including Special Categories</b> | <b>1,231,842</b>   | <b>1,465,813</b>   | <b>2,137,959</b>              | <b>2,136,959</b>                  | <b>1,843,331</b>              | <b>(294,628)</b>               | <b>-13.8%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>1,188,340</b>   | <b>1,393,772</b>   | <b>1,931,959</b>              | <b>1,931,959</b>                  | <b>1,637,331</b>              | <b>-294,628</b>                | <b>-15.3%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 6.00               | 6.00               | 6.00                          | 6.00                              | 6.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 6.00               | 6.00               | -                             | 5.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              | -                                   |

Significant Issues and Changes





## **Public and Government Affairs**

**Tim Heider, Interim Director**

**2051 Kaen Road  
Oregon City, Oregon 97045  
503-655-8751**

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



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**CLACKAMAS**  
C O U N T Y



# Public and Government Affairs Department

## Department Mission

The mission of the Department of Public and Government Affairs is to provide public engagement, intergovernmental and legislative relations, and consultation and communication services to the public, the Board of County Commissioners and all departments so they can build connections and trust between people and their government.

|   |  |
|---|--|
| <b>Public and Government Affairs Department</b> |  |
| Tim Heider - Interim Director                   |  |
| FTE 22.00                                       |  |
| Total Adopted \$ 5,415,113                      |  |
| General Fund Support \$ 775,081                 |  |

|                       |
|-----------------------|
| <b>Administration</b> |
| <br>                  |
| Kellie Lute - Mgr     |
| <br>                  |
| Total Adopted         |
| \$1,286,765           |
| Gen Fund \$161,764    |

|  |
|--|
| <b>Communications, Engagement &amp; Advocacy</b> |
| <br>   |
| Tim Heider - Mgr                                 |
| Amy Kyle - Mgr                                   |
| Chris Lyons - Mgr                                |
| <br>   |
| Total Adopted                                    |
| \$4,128,348                                      |
| Gen Fund \$ 613,324                              |

|                               |
|-------------------------------|
| <b>Office of the Director</b> |
| <br>                          |
| Kellie Lute - Mgr             |
| FTE 5.0                       |
| Total Adopted                 |
| \$915,886                     |
| Gen Fund \$161,764            |

|  |
|--|
| <b>Communications &amp; Engagement</b> |
| <br>                                   |
| Tim Heider - Mgr                       |
| Amy Kyle - Mgr                         |
| FTE 15.00                              |
| Total Adopted                          |
| \$3,361,348                            |
| Gen Fund \$ 548,741                    |

|   |
|---|
| <b>Public, Educational &amp; Government Access Channels</b> |
| <br>  |
| Kellie Lute - Mgr   |
| FTE 0.0   |
| Total Adopted   |
| \$370,879   |
| Gen Fund \$0  |

|                           |
|---------------------------|
| <b>Government Affairs</b> |
| <br>                      |
| Chris Lyons - Mgr         |
| FTE 2.0                   |
| Total Adopted             |
| \$767,000                 |
| Gen Fund \$64,583         |



# Public and Government Affairs

## Department Budget Summary by Fund

| <i>Line of Business</i>                            | FY 19/20     | FY 19/20                      | FY 19/20             | FY 19/20  |
|--|--------------|-------------------------------|----------------------|---|
| <i>Program</i>                                     | FTE          | Public and Government Affairs | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Administration                                     |              |                               |                      |   |
| Office of the Director                             | 5.00         | 915,886                       | 915,886              | 161,764   |
| Public, Educational and Government Access Channels | 0.00         | 370,879                       | 370,879              |   |
| Communications, Engagement & Advocacy              |              |                               |                      |   |
| Communications & Engagement                        | 15.00        | 3,361,348                     | 3,361,348            | 548,741   |
| Government Affairs                                 | 2.00         | 767,000                       | 767,000              | 64,576  |
| <b>TOTAL</b>                                       | <b>22.00</b> | <b>5,415,113</b>              | <b>5,415,113</b>     | <b>775,081</b>                                    |
| <b>FY 18/19 Budget</b>                             | 22.00        | 6,123,213                     | 6,123,213            | 1,024,724   |
| <b>\$ Increase (Decrease)</b>                      | 0.00%        | -708,100                      | -708,100             | -249,643  |
| <b>% Increase (Decrease)</b>                       | 0.00%        | -11.56%                       | -11.56%              | 0   |

\*\*\*

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

\*\*\* In mid fiscal year 2016, Public and Government Affairs received permission to roll cable TV franchise fees totaling approximately \$1.9M into the operating budget. The PGA budget was artificially inflated in FY 2016 as the budget committee had already approved PGA’s budget that included a General Fund subsidy. This created a spike in revenue and dramatically reduced allocation charges in FY 18-19, due to the two-year lag in calculating allocated costs. To sustain operations in FY18-19, the deficit in allocated charge revenue was offset by a General Fund contribution to PGA’s beginning balance for FY 18-19.

The \$775,000 current year General Fund subsidy is a reset of the general fund contribution needed to fund ongoing PGA operations.



## Administration Line of Business

### Office of the Director Program



#### Purpose Statement

The purpose of the Office of the Director is to provide operations and support services to the Public & Government Affairs team so they can achieve strategic and operational results for county elected officials, county administration and county departments.

#### Performance Narrative Statement

The Office of Director Program adopted a budget of \$915,886, which is an 8.5% increase primarily due to the increased cost of PERS benefits. These resources support office materials and services, training, and operations and support services to achieve strategic and operational results for county elected officials, county administration and departments.

#### Key Performance Measures

|   |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  | Result % of employees receive annual performance evaluations   | 100%               | 100%               | 90%                | 57%                                   | 90%                |
|  | Result % of departments rate PGA services as good or excellent | 90%                | 91%                | 85%                | 96%                                   | 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

#### Performance Narratives

1. Result: This is an annual performance measure. As noted in past years, 100% of PGA employees receive an annual performance and regular performance feedback.
2. Result: An annual survey is sent to department directors requesting feedback on PGA's performance. Survey results were finalized in April. PGA's approval rating increased by 5%.



Administration Line of Business

Office of the Director Program

Budget Summary

|  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                             | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Licenses & Permits                                   | 720,466            | 732,409            | 844,208                       | 844,208                           | 754,122                       | (90,086)                       | -10.7%                           |
| Interfund Transfers                                  | 195,720            | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Revenue</b>                             | <b>916,186</b>     | <b>732,409</b>     | <b>844,208</b>                | <b>844,208</b>                    | <b>754,122</b>                | <b>(90,086)</b>                | <b>-10.7%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>           | <b>916,186</b>     | <b>732,409</b>     | <b>844,208</b>                | <b>844,208</b>                    | <b>754,122</b>                | <b>(90,086)</b>                | <b>-10.7%</b>                    |
| Personnel Services                                   | 506,556            | 709,608            | 741,047                       | 658,441                           | 810,271                       | 69,224                         | 9.3%                             |
| Materials & Services                                 | 40,314             | 42,068             | 45,543                        | 42,530                            | 53,889                        | 8,346                          | 18.3%                            |
| Cost Allocation Charges                              | 48,319             | 42,148             | 57,618                        | 57,618                            | 51,726                        | (5,892)                        | -10.2%                           |
| <b>Operating Expenditure</b>                         | <b>595,189</b>     | <b>793,824</b>     | <b>844,208</b>                | <b>758,589</b>                    | <b>915,886</b>                | <b>71,678</b>                  | <b>8.5%</b>                      |
| Interfund Transfers                                  | 195,720            | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Total Exp - Including Special Categories</b>      | <b>790,909</b>     | <b>793,824</b>     | <b>844,208</b>                | <b>758,589</b>                    | <b>915,886</b>                | <b>71,678</b>                  | <b>8.5%</b>                      |
| <b>General Fund Support / (Returned to Gen Fund)</b> | <b>(125,277)</b>   | <b>61,415</b>      | <b>-</b>                      | <b>(85,619)</b>                   | <b>161,764</b>                | <b>161,764</b>                 | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted                   | 5.00               | 5.00               | 5.00                          | 5.00                              | 5.00                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End           | 5.00               | 5.00               | -                             | 4.00                              | -                             | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Vacant at Yr End           | -                  | -                  | -                             | 1.00                              | -                             | -                              | 0%                               |

**Significant Issues and Changes**

Department Revenue has decreased due to an overall 4% reduction in franchise fees paid to the County from the cable companies. The reduction is due to alternative broadcasting options for cable customers. As a result, they are "cutting their cable cord" and no longer paying for a subscription with a cable TV provider.

Under Expenditures, Personnel Services and Materials and Services have increased due to PERS benefits, office rental, casualty insurance, and PGA's new service structure.

The FTE vacancy for the Director of PGE will be filled by June 30, 2019.




Public, Educational & Government (PEG) Access Channels Program

Purpose Statement

The purpose of the Public, Educational and Government Access Channels Program is to provide capital and institutional network funding to cable access channels in the County so they may deliver high quality and timely communications to the public.

Performance Narrative Statement

The Public, Educational & Government (PEG) Access Channels Program adopted a budget of \$370,879. This is a reduction from last year due fewer cable TV subscribers. These resources provide capital and institutional network funding for facilities and equipment to the cable access channels in the County so they may deliver high quality and timely communications to the public.

|  |   | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
|  Result | % of PEG access centers rate PGA's customer service as timely, responsive and effective | 83%             | 100%            | 90%             | Pending                         | 90%             |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  Yes

Explain all "Yes" boxes below

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

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

**Explanation** **Grant Funding:** PEG funding is collected from the customers of cable providers in unincorporated Clackamas County and distributed to the County per language in the franchise agreements. The PEG fund is a dedicated fund that can only be used by PEG access centers for equipment and facilities. This fund supports the equipment and facility needs for the following five access centers: Willamette Falls Media Center for the Public access channel; Clackamas County for the Government access channel; Clackamas Community College for the higher education channel; North Clackamas School District Sabin-Schellenberg Center, and Oregon City School District for the K-12 education channels. Clackamas County has service agreements with each access center. The County is currently drafting an agreement with CTV5, a public access center in Canby, to provide PEG funds to support the access center.

Performance Narrative

1. Result: The County interacts on a regular basis with the five access centers, primarily to keep apprised of their projects that utilize PEG funding and review expenditures to ensure they comply with FCC guidelines for usage of PEG funds. In early June, an annual survey to measure this result is sent to all PEG access centers.

Last fall, the Federal Communications Commission (FCC) issued a Notice of Proposed Rulemaking regarding The Cable Communications Policy Act of 1984 which, if passed, could have significantly negative impacts on Franchise Fee revenue since the FCC is proposing to value PEG channels as an offset to Franchise Fees. The County worked closely with the access centers to draft comments describing the benefits of the PEG channels to the communities in Clackamas County. Since 1984, Congress had intended for these channels to be public benefits over and above Franchise Fees. The comments were submitted to the FCC. The FCC has yet to make a final ruling on the issue.

This spring, the County responded to a request from a Canby Public access channel (CTV5) for PEG funds. We worked closely to develop a service agreement between CTV5 and the County and are in the process of approving their request for capital expenditures in this year and in FY 19-20.



Administration Line of Business

Public, Educational & Government (PEG) Access Channels Program

Budget Summary

|  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                             | 147,807            | 85,600             | 101,869                       | 101,869                           | -                             | (101,869)                      | -100.0%                          |
| Local Grants & Revenues                              | 339,476            | 327,490            | 319,306                       | 319,306                           | 310,879                       | (8,427)                        | -2.6%                            |
| Interfund Transfers                                  | 147,807            | 61,505             | 60,000                        | 61,505                            | 60,000                        | -                              | 0%                               |
| <b>Operating Revenue</b>                             | <b>487,283</b>     | <b>388,995</b>     | <b>379,306</b>                | <b>380,811</b>                    | <b>370,879</b>                | <b>(8,427)</b>                 | <b>-2.2%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>           | <b>635,090</b>     | <b>474,595</b>     | <b>481,175</b>                | <b>482,680</b>                    | <b>370,879</b>                | <b>(110,296)</b>               | <b>-22.9%</b>                    |
| Materials & Services                                 | 319,698            | 320,063            | 481,175                       | 478,029                           | 370,879                       | (110,296)                      | -22.9%                           |
| Capital Outlay                                       | 81,984             | 52,663             | -                             | 4,651                             | -                             | -                              | 0%                               |
| <b>Operating Expenditure</b>                         | <b>401,682</b>     | <b>372,726</b>     | <b>481,175</b>                | <b>482,680</b>                    | <b>370,879</b>                | <b>(110,296)</b>               | <b>-22.9%</b>                    |
| Interfund Transfers                                  | 147,807            | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Total Exp - Including Special Categories</b>      | <b>549,489</b>     | <b>372,726</b>     | <b>481,175</b>                | <b>482,680</b>                    | <b>370,879</b>                | <b>(110,296)</b>               | <b>-22.9%</b>                    |
| <b>General Fund Support / (Returned to Gen Fund)</b> | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted                   | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End           | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Vacant at Yr End           | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |

**Significant Issues and Changes**

PEG funds are dedicated and can only be used by our five PEG access centers for equipment and facilities. In past years, the access centers have not utilized their entire allocation. In early March, the County was contacted by CTV5, an access center in Canby, to provide PEG funding so we anticipate that all PEG funds will be spent this year.

Due to alternative broadcasting options, cable customers are "cutting their cable cord." As a result, PEG revenue is declining and will continue to decline in future years.

PGA and Comcast have been in negotiations for a new cable franchise agreement since 2015. During this process, Comcast requested that the County reimburse approximately \$600k in PEG revenue that the County used to help build the Clackamas Broadband Exchange (CBX) between 2010 and 2014. In an effort to spur negotiations, the County agreed to Comcast's request and has started the reimbursement process although the new franchise agreement is still in negotiations. Our Technology Services Department manages the CBX and has paid PGA's PEG account approximately \$61k in FY 17-18 and in FY 18-19 to defray the cost.





Communications & Engagement Program

**Purpose Statement**

The purpose of the Communications and Engagement Program is to provide strategic outreach and information, engagement, consultation and coordination services to county elected officials, departments, employees and community organizations so they can build public trust and awareness, deliver high quality services, and achieve their strategic and operational results.

**Performance Narrative Statement**

The Communications & Engagement Program adopted a budget of \$3,361,348, a reduction in current funding levels due to lower franchise fee revenue. These resources provide strategic outreach and information, engagement, consultation and coordination services to county elected officials, departments, employees and community organizations so they can build public trust and awareness, deliver high quality services, and achieve their strategic and operational results.

|        |   | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| Result | % of residents surveyed report that they are engaged with county government           | 37%             | 28%             | 50%             | 34%                             | 50%             |
| Result | % of residents surveyed report that they are aware of services provided by the county | 56%             | 63%             | 60%             | 64%                             | 60%             |
| Result | % increase in social media followers (e.g., Facebook and Twitter)                     | 29%             | 13%             | 50%             | 6%                              | 50%             |
| Result | % of press releases result in external coverage                                       | 31%             | 34%             | 50%             | 32%                             | 50%             |
| Output | # videos requested and provided   | 372             | 314             | 125             | 112                             | 125             |

Program includes:

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

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

Explanation

Performance Narratives

1. Result: Residents engaged (*involved in an activity; committed to take some kind of action*) with county government increased 17%. Engagement opportunities include public involvement meetings hosted by the County such as Hamlets, Committee for Community Involvement, Community Leaders, Vehicle Registration Fees and other topic-related meetings and outreach.
2. Result: Residents aware (*having a knowledge or perception that a certain situation or fact exists*) of services provided by the county exceeded the annual target at the end of December through robust outreach in digital and online communications platforms.
3. Result: Reflects data for the first six months of this fiscal year. In July, we had 12,626 social media followers. As of December 31, followers increased by 714 for a total of 13,340 of an increase of 6%. On track to exceed the 13% achieved in FY 17-18. The 50% Target identified in PGA's MFR plan will be changed when the plan is revised in the coming year.
4. Result: Slight decline in percentage of media pickups due to changes in media landscape and system used in place did not capture all pickups. New system for distribution should provide more precise metrics for next year.
5. Outcome: Reflects strategic decision to use videos for social media purposes resulting in increases in user views and higher subscriptions.



Communications, Engagement & Advocacy Line of Business

Communications and Engagement Program

Budget Summary

|  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                             | -                  | -                  | 958,306                       | 958,306                           | -                             | (958,306)                      | -100.0%                          |
| Licenses & Permits                                   | 884,523            | 814,543            | 688,123                       | 607,348                           | 644,556                       | (43,567)                       | -6.3%                            |
| Charges for Service (cost alloc shortfall)           | 1,282,560          | 1,584,705          | 626,399                       | 669,746                           | 1,402,840                     | 776,441                        | 124.0%                           |
| Other Revenues                                       | 613,910            | 668,469            | 960,012                       | 564,635                           | 765,211                       | (194,801)                      | -20.3%                           |
| Interfund/Intrafund Transfer                         | 195,720            | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Revenue</b>                             | <b>2,976,713</b>   | <b>3,067,717</b>   | <b>2,274,534</b>              | <b>1,841,729</b>                  | <b>2,812,607</b>              | <b>538,073</b>                 | <b>23.7%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>           | <b>2,976,713</b>   | <b>3,067,717</b>   | <b>3,232,840</b>              | <b>2,800,035</b>                  | <b>2,812,607</b>              | <b>(420,233)</b>               | <b>-13.0%</b>                    |
| Personnel Services                                   | 1,664,084          | 1,900,360          | 2,357,589                     | 2,062,991                         | 2,230,155                     | (127,434)                      | -5.4%                            |
| Materials & Services                                 | 673,898            | 798,450            | 1,001,962                     | 981,726                           | 971,798                       | (30,164)                       | -3.0%                            |
| Cost Allocation Charges                              | 120,798            | 134,871            | 132,175                       | 132,175                           | 159,395                       | 27,220                         | 20.6%                            |
| Capital Outlay                                       | 96,327             | 74,865             | 172,000                       | -                                 | -                             | (172,000)                      | -100.0%                          |
| <b>Operating Expenditure</b>                         | <b>2,555,107</b>   | <b>2,908,546</b>   | <b>3,663,726</b>              | <b>3,176,892</b>                  | <b>3,361,348</b>              | <b>(302,378)</b>               | <b>-8.3%</b>                     |
| <b>Total Exp - Including Special Categories</b>      | <b>2,555,107</b>   | <b>2,908,546</b>   | <b>3,663,726</b>              | <b>3,176,892</b>                  | <b>3,361,348</b>              | <b>(302,378)</b>               | <b>-8.3%</b>                     |
| <b>General Fund Support / (Returned to Gen Fund)</b> | <b>(421,606)</b>   | <b>(159,171)</b>   | <b>430,886</b>                | <b>376,857</b>                    | <b>548,741</b>                | <b>117,855</b>                 | <b>27.4%</b>                     |
| Full Time Equiv Pos (FTE) Budgeted                   | 14.00              | 14.00              | 15.00                         | 15.00                             | 15.00                         | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End           | 13.00              | 14.00              | -                             | 15.00                             | -                             | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Vacant at Yr End           | 1.00               | -                  | -                             | -                                 | -                             | -                              | 0%                               |

**Significant Issues and Changes**

In mid fiscal year 2016, Public and Government Affairs received permission to roll cable TV franchise fees totaling approximately \$1.9M into the operating budget. The PGA budget was artificially inflated in FY 2016 as the budget committee had already approved PGA's budget that included a General Fund subsidy. This created a spike in revenue and dramatically reduced allocation charges in FY 18-19, due to the two-year lag in calculating allocated costs. To sustain operations in FY18-19, the deficit in allocated charge revenue was offset by a General Fund contribution to PGA's beginning balance for FY 18-19.

The \$775,000 current year General Fund subsidy is a reset of the general fund contribution needed to fund ongoing PGA operations.

Department revenue has decreased due to an overall 4% reduction in franchise fees paid to the County from the cable companies. The reduction is due to alternative broadcasting options for cable customers. As a result, they are "cutting their cable cord" and no longer paying for a subscription with a cable TV provider.

The cost allocation shortfall from FY 18-19 has been restored, providing a 124% increase in revenue.

The 20.3% reduction under Other Revenues and the 5.4% reduction under Personnel Services Operating Expenditure are due to the loss of a part-time salary reimbursement position in July 2018.



## Administration Line of Business



### Government Affairs Program

#### Purpose Statement

The purpose of the Government Affairs Program is to provide intergovernmental connections and relationship building, strategic policy development and messaging, legislative, advocacy and outreach services to county elected officials and departments so they can build key partnerships to achieve policy goals important to Clackamas County, with special emphasis on the strategic results in the BCC Strategic Plan.

#### Performance Narrative Statement

The Government Affairs Program adopted a budget of \$767,000, a reduction as this is the last year of funding for the Willamette Falls Locks program. These resources provide intergovernmental connections and relationship building, strategic policy development and messaging, legislative, advocacy and outreach services to county elected officials and departments so they can build key partnerships to achieve policy goals important to Clackamas County, with special emphasis on the strategic results in the BCC Strategic Plan.

|  |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
|  Result | % of state legislative goals achieved or on target   | 75%                | 94%                | 70%                | Pending                               | 70%                |
|  Result | % of federal legislative goals achieved or on target | 20%                | 40%                | 50%                | Pending                               | 50%                |

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation **Grant Funding:** In 2016, the Oregon State Legislature awarded \$500,000 to Clackamas County for the Willamette Falls Locks. This funding was earmarked for repairs of the Locks and an economic benefits study. In 2017, the Oregon State Legislature reallocated funds to be spent to support the Willamette Falls Locks State Commission. Total carry over from FY 18-19 will be \$294,634.

Performance Narratives

1. Result: The 2019 Legislative Session for Oregon began January 22, 2019, and will end in late June, 2019. The result for state goals will not be known until the Legislature adjourns at that time.
2. Result: The first session of the 116<sup>th</sup> Congress convened on January 3, 2019, and will end in late 2019. The result for federal goals will not be known until Congress adjourns at that time.



Communications, Engagement & Advocacy Line of Business

Government Affairs Program

Budget Summary

|  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|--|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                             | -                  | 500,000            | 532,423                       | 532,423                           | <b>294,634</b>                | <b>(237,789)</b>               | <b>-44.7%</b>                    |
| Licenses & Permits                                   | 354,557            | 383,903            | 433,181                       | 433,181                           | 407,790                       | <b>(25,391)</b>                | <b>-5.9%</b>                     |
| Local Grants & Revenues                              | 52,000             | 60,000             | 60,000                        | 60,000                            | -                             | <b>(60,000)</b>                | <b>-100.0%</b>                   |
| Charges for Service                                  | -                  | 220,000            | -                             | -                                 | -                             | -                              | <b>0%</b>                        |
| Other Revenues                                       | -                  | 14,070             | 108,500                       | 127,145                           | -                             | <b>(108,500)</b>               | <b>-100.0%</b>                   |
| <b>Operating Revenue</b>                             | <b>406,557</b>     | <b>1,177,973</b>   | <b>1,134,104</b>              | <b>1,152,749</b>                  | <b>407,790</b>                | <b>(726,314)</b>               | <b>-64.0%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>           | <b>406,557</b>     | <b>1,677,973</b>   | <b>1,666,527</b>              | <b>1,685,172</b>                  | <b>702,424</b>                | <b>(964,103)</b>               | <b>-57.9%</b>                    |
| Personnel Services                                   | 211,846            | 303,400            | 326,439                       | 329,361                           | 348,752                       | <b>22,313</b>                  | <b>6.8%</b>                      |
| Materials & Services                                 | 99,038             | 315,266            | 793,371                       | 509,703                           | 397,011                       | <b>(396,360)</b>               | <b>-50.0%</b>                    |
| Cost Allocation Charges                              | 16,726             | 16,857             | 14,294                        | 14,294                            | 21,237                        | <b>6,943</b>                   | <b>48.6%</b>                     |
| <b>Operating Expenditure</b>                         | <b>327,610</b>     | <b>635,523</b>     | <b>1,134,104</b>              | <b>853,358</b>                    | <b>767,000</b>                | <b>(367,104)</b>               | <b>-32.4%</b>                    |
| <b>Total Exp - Including Special Categories</b>      | <b>327,610</b>     | <b>635,523</b>     | <b>1,134,104</b>              | <b>853,358</b>                    | <b>767,000</b>                | <b>(367,104)</b>               | <b>-32.4%</b>                    |
| <b>General Fund Support / (Returned to Gen Fund)</b> | <b>(78,947)</b>    | <b>(1,042,450)</b> | <b>532,423</b>                | <b>(831,814)</b>                  | <b>64,576</b>                 | <b>(467,847)</b>               | <b>-87.9%</b>                    |
| Full Time Equiv Pos (FTE) Budgeted                   | 2.00               | 2.00               | 2.00                          | 2.00                              | 2.00                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End           | 2.00               | 2.00               | -                             | 2.00                              | -                             | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Vacant at Yr End           | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |

**Significant Issues and Changes**

Department revenue has decreased due to an overall 4% reduction in franchise fees paid to the County from the cable companies. The reduction is due to alternative broadcasting options for cable customers. As a result, they are "cutting their cable cord" and no longer paying for a subscription with a cable TV provider.

Revenue for the Willamette Falls Locks (WFL) has been rolling forward since FY 17-18 and is anticipated to be fully expended in FY 19-20. This will be the last year of funding for WFL.

Under Expenditures, Personnel Services and Materials and Services have increased due to PERS benefits and expenditures for Materials and Services has decreased due to WFL.



# **Health, Housing, and Human Services**

**Richard Swift, Director**

**2051 Kaen Road  
Room 239  
Oregon City, Oregon 97045  
503-650-5697**

Website Address: <http://www.clackamas.us/h3s/>



# Health, Housing and Human Services Department

## Department Mission

The mission of the Health, Housing and Human Services Department is to remove barriers for vulnerable individuals and families on their path to improved health, wellness, prosperity and inclusion.

|  |
|--|
| <b>Health, Housing and Human Services Department</b><br>Richard Swift - Director<br>Vacant - Deputy Director<br>FTE 559.52<br>Total Adopted \$ 151,063,348<br>General Fund Support \$ 11,649,385 |
|--|

|  |   |   |  |
|--|---|---|--|
| <b>Administration</b><br>Richard Swift - Department Director<br>Total Adopted \$3,589,579<br>Gen Fund \$ 1,855,025 | <b>Behavioral Health Division</b><br>Mary Rumbaugh - Division Director<br>Total Adopted \$29,760,622<br>Gen Fund \$ 933,679 | <b>Children, Family &amp; Community Connections</b><br>Rod Cook - Division Director<br>Total Adopted \$9,360,729<br>Gen Fund \$ 2,612,533 | <b>Health Centers</b><br>Deborah Cockrell - Division Director<br>Total Adopted \$56,484,772<br>Gen Fund \$ 587,523 |
| <b>Director's Office</b><br>FTE 9<br>Total Adopted \$3,589,579<br>Gen Fund \$ 1,855,025                            | <b>Safety Net Services</b><br>FTE 30.54<br>Total Adopted \$6,581,983<br>Gen Fund \$ 605,330                                 | <b>Prevention Services</b><br>FTE 10.6<br>Total Adopted \$4,949,037<br>Gen Fund \$ 1,682,482  | <b>Primary Care</b><br>FTE 93.05<br>Total Adopted \$15,442,707<br>Gen Fund \$ -                                    |
|  | <b>Behavioral Health System of Care</b><br>FTE 25.2<br>Total Adopted \$13,664,024<br>Gen Fund \$ -                          | <b>Weatherization</b><br>FTE 12<br>Total Adopted \$2,159,011<br>Gen Fund \$ -   | <b>Dental</b><br>FTE 25.75<br>Total Adopted \$4,761,820<br>Gen Fund \$ -   |
|  | <b>Prevention and Stigma Reduction</b><br>FTE 2.4<br>Total Adopted \$857,264<br>Gen Fund \$ -                               | <b>Workforce</b><br>FTE 14<br>Total Adopted \$2,252,681<br>Gen Fund \$ 930,051  | <b>Behavioral Health Clinics</b><br>FTE 82.79<br>Total Adopted \$13,750,365<br>Gen Fund \$ -                       |
|  | <b>Peer Delivered</b><br>FTE 1.4<br>Total Adopted \$2,502,301<br>Gen Fund \$ -  |   | <b>Administration</b><br>FTE 35.25<br>Total Adopted \$22,529,880<br>Gen Fund \$ 587,523                            |
|  | <b>Administration</b><br>FTE 21<br>Total Adopted \$6,155,050<br>Gen Fund \$ 328,349   |   |  |



# Health, Housing and Human Services Department

## Department Mission

The mission of the Health, Housing and Human Services Department is to remove barriers for vulnerable individuals and families on their path to improved health, wellness, prosperity and inclusion.

|  |  |
|--|--|
| <b>Health, Housing and Human Services Department</b>   |  |
| Richard Swift - Director<br>Vacant - Deputy Director<br>FTE 559.52<br>Total Adopted \$ 151,063,348 |  |
| General Fund Support \$ 11,649,385   |  |

|  |
|--|
| <b>Community Development Division</b>                                |
| Chuck Robbins -<br>Division Director<br>Total Adopted<br>\$6,651,207 |
| Gen Fund \$ 48,279   |

|   |
|---|
| <b>Public Health Division</b>   |
| Vacant <sup>1</sup> -<br>Division Director<br>Total Adopted<br>\$10,850,937 |
| Gen Fund \$ 2,514,748   |

|   |
|---|
| <b>Social Services Division</b>                                       |
| Brenda Durbin -<br>Division Director<br>Total Adopted<br>\$34,365,502 |
| Gen Fund \$ 3,097,598   |

|  |
|--|
| <b>Community Development</b>             |
| FTE 9.53<br>Total Adopted<br>\$6,651,207 |
| Gen Fund \$ 48,279                       |

|                                       |
|---------------------------------------|
| <b>Administration</b>                 |
| FTE 4.1<br>Total Adopted<br>\$808,739 |
| Gen Fund \$ 201,820                   |

|   |
|---|
| <b>The Center for Public Health Advancement</b> |
| FTE 5.8<br>Total Adopted<br>\$2,352,454         |
| Gen Fund \$ 499,375                             |

|  |
|--|
| <b>Administration</b>                  |
| FTE 15<br>Total Adopted<br>\$6,376,251 |
| Gen Fund \$ 409,024                    |

|   |
|---|
| <b>Housing Support</b>                    |
| FTE 16.23<br>Total Adopted<br>\$6,266,570 |
| Gen Fund \$ 1,997,922                     |

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|--|
| <b>Environmental Health</b>              |
| FTE 10.1<br>Total Adopted<br>\$1,637,382 |
| Gen Fund \$ -                            |

|  |
|--|
| <b>Infectious Disease Control and Prevention</b> |
| FTE 9.02<br>Total Adopted<br>\$1,698,344         |
| Gen Fund \$ 323,867                              |

|  |
|--|
| <b>Developmental Disabilities</b>          |
| FTE 67.06<br>Total Adopted<br>\$10,980,142 |
| Gen Fund \$ -                              |

|                                       |
|---------------------------------------|
| <b>Oregon Project Independence</b>    |
| FTE 4.4<br>Total Adopted<br>\$685,695 |
| Gen Fund \$ -                         |

|  |
|--|
| <b>Population Health Strategies</b>      |
| FTE 7.45<br>Total Adopted<br>\$1,144,950 |
| Gen Fund \$ 784,765                      |

|                                       |
|---------------------------------------|
| <b>Vital Statistics</b>               |
| FTE 2.8<br>Total Adopted<br>\$382,950 |
| Gen Fund \$ -                         |

|   |
|---|
| <b>Volunteer Connection</b>             |
| FTE 9.4<br>Total Adopted<br>\$1,976,506 |
| Gen Fund \$ 108,323                     |

|   |
|---|
| <b>Aging and Disability Resource Connection</b> |
| FTE 6.6<br>Total Adopted<br>\$2,544,746         |
| Gen Fund \$ -                                   |

|   |
|---|
| <b>Access to Care</b>                     |
| FTE 14.78<br>Total Adopted<br>\$2,826,118 |
| Gen Fund \$ 704,921                       |

|  |
|--|
| <b>Veterans Services</b>               |
| FTE 5.27<br>Total Adopted<br>\$867,520 |
| Gen Fund \$ 582,329                    |

|                                       |
|---------------------------------------|
| <b>Energy Assistance</b>              |
| FTE 9<br>Total Adopted<br>\$4,668,072 |
| Gen Fund \$ -                         |

<sup>1</sup> Department Director, Richard Swift is currently serving as Acting Public Health Director



Health, Housing and Human Services Department

Department Budget Summary by Fund

| Division                                  | FY 19/20      | FY 19/20                | FY 19/20                         | FY 19/20                 | FY 19/20                                      | FY 19/20                      | FY 19/20                   | FY 19/20           | FY 19/20             | FY 19/20             | FY 19/20  | FY 19/20 |
|---|---------------|-------------------------|----------------------------------|--------------------------|---|-------------------------------|----------------------------|--------------------|----------------------|----------------------|---|----------|
| Program                                   | FTE           | H3S Administration Fund | Clackamas Behavioral Health Fund | Community Solutions Fund | Children, Family & Community Connections Fund | Clackamas Health Centers Fund | Community Development Fund | Public Health Fund | Social Services Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |          |
| Administration                            |               |                         |                                  |                          |   |                               |                            |                    |                      |                      |   |          |
| Director's Office                         | 9.00          | 3,589,579               |                                  |                          |   |                               |                            |                    |                      | 3,589,579            | 1,855,025   |          |
| Behavioral Health                         |               |                         |                                  |                          |   |                               |                            |                    |                      |                      |   |          |
| Safety Net Services                       | 30.54         |                         | 6,581,983                        |                          |   |                               |                            |                    |                      | 6,581,983            | 605,330   |          |
| System of Care                            | 25.20         |                         | 13,664,024                       |                          |   |                               |                            |                    |                      | 13,664,024           | -   |          |
| Prevention and Stigma Reduction           | 2.40          |                         | 857,264                          |                          |   |                               |                            |                    |                      | 857,264              | -   |          |
| Peer Delivered                            | 1.40          |                         | 2,502,301                        |                          |   |                               |                            |                    |                      | 2,502,301            | -   |          |
| Administration                            | 21.00         |                         | 6,155,050                        |                          |   |                               |                            |                    |                      | 6,155,050            | 328,349   |          |
| Children, Family & Community Connections  |               |                         |                                  |                          |   |                               |                            |                    |                      |                      |   |          |
| Prevention Services                       | 10.60         |                         |                                  |                          | 4,949,037                                     |                               |                            |                    |                      | 4,949,037            | 1,682,482   |          |
| Weatherization                            | 12.00         |                         |                                  |                          | 2,159,011                                     |                               |                            |                    |                      | 2,159,011            | -   |          |
| Workforce                                 | 14.00         |                         |                                  |                          | 2,252,681                                     |                               |                            |                    |                      | 2,252,681            | 930,051   |          |
| Health Centers                            |               |                         |                                  |                          |   |                               |                            |                    |                      |                      |   |          |
| Administration                            | 35.25         |                         |                                  |                          |   | 22,529,880                    |                            |                    |                      | 22,529,880           | 587,523   |          |
| Primary Care                              | 93.05         |                         |                                  |                          |   | 15,442,707                    |                            |                    |                      | 15,442,707           | -   |          |
| Dental                                    | 25.75         |                         |                                  |                          |   | 4,761,820                     |                            |                    |                      | 4,761,820            | -   |          |
| Behavioral Health Clinics                 | 82.79         |                         |                                  |                          |   | 13,750,365                    |                            |                    |                      | 13,750,365           | -   |          |
| Housing & Community Development           |               |                         |                                  |                          |   |                               |                            |                    |                      |                      |   |          |
| Community Development                     | 9.53          |                         |                                  |                          |   |                               | 6,651,207                  |                    |                      | 6,651,207            | 48,279  |          |
| Public Health                             |               |                         |                                  |                          |   |                               |                            |                    |                      |                      |   |          |
| Administration                            | 4.10          |                         |                                  |                          |   |                               |                            | 808,739            |                      | 808,739              | 201,820   |          |
| Environmental Health                      | 10.10         |                         |                                  |                          |   |                               |                            | 1,637,382          |                      | 1,637,382            | -   |          |
| Population Health Strategies              | 7.45          |                         |                                  |                          |   |                               |                            | 1,144,950          |                      | 1,144,950            | 784,765   |          |
| Access to Care                            | 14.78         |                         |                                  |                          |   |                               |                            | 2,826,118          |                      | 2,826,118            | 704,921   |          |
| The Center for Public Health Advancement  | 5.80          |                         |                                  |                          |   |                               |                            | 2,352,454          |                      | 2,352,454            | 499,375   |          |
| Infectious Disease Control and Prevention | 9.02          |                         |                                  |                          |   |                               |                            | 1,698,344          |                      | 1,698,344            | 323,867   |          |
| Vital Statistics                          | 2.80          |                         |                                  |                          |   |                               |                            | 382,950            |                      | 382,950              | -   |          |
| Social Services                           |               |                         |                                  |                          |   |                               |                            |                    |                      |                      |   |          |
| Administration                            | 15.00         |                         |                                  |                          |   |                               |                            |                    | 6,376,251            | 6,376,251            | 409,024   |          |
| Developmental Disabilities                | 67.06         |                         |                                  |                          |   |                               |                            |                    | 10,980,142           | 10,980,142           | -   |          |
| Volunteer Connection                      | 9.40          |                         |                                  |                          |   |                               |                            |                    | 1,976,506            | 1,976,506            | 108,323   |          |
| Veterans Service                          | 5.27          |                         |                                  |                          |   |                               |                            |                    | 867,520              | 867,520              | 582,329   |          |
| Housing Support                           | 16.23         |                         |                                  |                          |   |                               |                            |                    | 6,266,570            | 6,266,570            | 1,997,922   |          |
| Oregon Project Independence               | 4.40          |                         |                                  |                          |   |                               |                            |                    | 685,695              | 685,695              | -   |          |
| Aging and Disability Resource Connection  | 6.60          |                         |                                  |                          |   |                               |                            |                    | 2,544,746            | 2,544,746            | -   |          |
| Energy Assistance                         | 9.00          |                         |                                  |                          |   |                               |                            |                    | 4,668,072            | 4,668,072            | -   |          |
| <b>TOTAL</b>                              | <b>559.52</b> | <b>3,589,579</b>        | <b>29,760,622</b>                |                          | <b>9,360,729</b>                              | <b>56,484,772</b>             | <b>6,651,207</b>           | <b>10,850,937</b>  | <b>34,365,502</b>    | <b>151,063,348</b>   | <b>11,649,385</b>                                 |          |
| <b>FY 18/19 Budget</b>                    | <b>564.41</b> | <b>3,741,699</b>        | <b>31,794,401</b>                | <b>657,665</b>           | <b>11,057,923</b>                             | <b>53,692,827</b>             | <b>7,163,041</b>           | <b>10,570,719</b>  | <b>35,803,275</b>    | <b>154,481,550</b>   | <b>10,965,226</b>                                 |          |
| <b>\$ Increase (Decrease)</b>             | <b>-4.89</b>  | <b>-152,120</b>         | <b>-2,033,779</b>                | <b>-657,665</b>          | <b>-1,697,194</b>                             | <b>2,791,945</b>              | <b>-511,834</b>            | <b>280,218</b>     | <b>-1,437,773</b>    | <b>-3,418,202</b>    | <b>684,159</b>                                    |          |
| <b>% Increase (Decrease)</b>              | <b>-0.87%</b> | <b>-4.07%</b>           | <b>-6.40%</b>                    | <b>-100.00%</b>          | <b>-15.35%</b>                                | <b>5.20%</b>                  | <b>-7.15%</b>              | <b>2.65%</b>       | <b>-4.02%</b>        | <b>-2.21%</b>        | <b>6.24%</b>                                      |          |

Fund Merged with Fund 246

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





# H3S Administration

## Director's Office



### Purpose Statement

The purpose of the Director's Office is to provide leadership, guidance, and support services to the H3S Divisions and key (internal and external) stakeholders so they can meet service and program goals at a high level, have confidence in H3S, and seek out H3S for resources and guidance.

### Performance Narrative

The H3S Director's Office adopted a budget of \$3,589,579. The Office serves as the central administration for all of H3S, and tracks several measures across divisions. The office is staffed with expertise in Housing Policy, LEAN/Process Improvement, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Management, Budgeting, and Suicide Prevention.

### Key Performance Measures

|  |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>(12/31/18) | FY 19-20<br>Target |
|--|--|--------------------|--------------------|--------------------|---|--------------------|
| RESULT   | Percentage of Performance Clackamas strategic results that are met by H3S divisions. <sup>1</sup>                                    | -                  | New                | 70%                | 73% <sup>1</sup>                        | 70%                |
|  STRATEGIC RESULT | By 2019, 90% of H3S Employee Satisfaction Surveys will indicate that employees are showing each other respect and support.           | 85.3%              | 82.2%              | 89%                | 90.3%                                   | 90%                |
|  STRATEGIC RESULT | BY 2020, 90% of H3S Employee Satisfaction Surveys will indicate that employees are kept informed about issues that affect their job. | 72.8%              | 74.0%              | 82%                | 72.4%                                   | 85%                |

<sup>1</sup> Measurement and definitions around several H3S strategic results are still being developed. The figure shown above is a proxy measure. It is the percentage of key performance measures presented in this budget that are on target.

Program includes:

- Mandated Services
- Shared Services
- Grant Funding



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>961,947</b>     | <b>801,016</b>     | <b>503,087</b>                | <b>503,087</b>                    | <b>439,637</b>                | <b>(63,450)</b>                | <b>-12.6%</b><br><b>0%</b>       |
| State Revenue                                   | -                  | 4,700              | 224,816                       | 224,816                           | 32,582                        | (192,234)                      | -85.5%                           |
| Charges for Services                            | 870,845            | 906,442            | 1,115,164                     | 1,219,459                         | 1,262,335                     | 147,171                        | 13.2%                            |
| Miscellaneous Revenue                           | 10,263             | 14,494             | -                             | 30                                | -                             | -                              | 0%                               |
| I/F Transfer from General Fund                  | 596,493            | 613,522            | 1,898,632                     | 1,820,632                         | 1,855,025                     | (43,607)                       | -2.3%                            |
| <b>Operating Revenue</b>                        | <b>1,477,601</b>   | <b>1,539,158</b>   | <b>3,238,612</b>              | <b>3,264,937</b>                  | <b>3,149,942</b>              | <b>(88,670)</b>                | <b>-2.7%</b><br><b>0%</b>        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,439,548</b>   | <b>2,340,174</b>   | <b>3,741,699</b>              | <b>3,768,024</b>                  | <b>3,589,579</b>              | <b>(152,120)</b>               | <b>-4.1%</b>                     |
| Personnel Services                              | 972,215            | 1,042,616          | 1,354,605                     | 1,265,068                         | 1,601,700                     | 247,095                        | 18.2%                            |
| Materials & Services                            | 346,886            | 277,789            | 1,988,145                     | 1,664,370                         | 1,420,513                     | (567,632)                      | -28.6%                           |
| Indirect Costs (Internal Dept Chgs)             | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Cost Allocation Charges                         | 85,546             | 82,921             | 88,591                        | 88,591                            | 100,856                       | 12,265                         | 13.8%                            |
| <b>Operating Expenditure</b>                    | <b>1,404,647</b>   | <b>1,403,326</b>   | <b>3,431,341</b>              | <b>3,018,029</b>                  | <b>3,123,069</b>              | <b>(308,272)</b>               | <b>-9.0%</b>                     |
| Special Payments                                | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Interfund Transfers                             | 233,886            | 433,761            | 310,358                       | 310,358                           | 466,510                       | 156,152                        | 50.3%                            |
| <b>Total Exp - Including Special Categories</b> | <b>1,638,533</b>   | <b>1,837,087</b>   | <b>3,741,699</b>              | <b>3,328,387</b>                  | <b>3,589,579</b>              | <b>(152,120)</b>               | <b>-4.1%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>596,493</b>     | <b>613,522</b>     | <b>1,818,632</b>              | <b>1,818,632</b>                  | <b>1,855,025</b>              | <b>36,393</b>                  | <b>2.0%</b>                      |
| Full Time Equiv Pos (FTE) Budgeted              | 8.00               | 8.00               | 9.00                          | 9.00                              | 9.00                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 7.00               | 7.00               | -                             | 8.00                              | -                             | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.00               | 1.00               | -                             | 1.00                              | -                             | -                              | 0%                               |

**Significant Issues and Changes**

The increase in General Fund Support (starting in FY 18-19) is from the Policy Level Proposal approved by the budget committee to focus on affordable housing and homelessness prevention. This ongoing \$1.2 million commitment is allocated for planning, supported housing, housing development, countywide houseless services, veteran housing services, public housing resident services, and various utility and maintenance payments for the Veterans' Village. Examples of key outcomes and/or deliverables for the Policy Level Proposal include:

- A research product that identifies frequent users of emergency services, quantifies their systemic costs to the public, and targets housing interventions.
- Case management for our largest CoC program (Shelter + Care, approximately \$450,000 annually), of which a significant percentage would be at risk of turn-back without this case management. The funding levels of this Federally-funded program are based on utilization, so this program risked having a decrease in funding in coming years without this investment from the General Fund.
- Emergency housing services for 85 high-risk households fleeing domestic violence with the goal of transitioning 80% to permanent housing.
- Gap funding to help low-income residents access available housing (e.g., assistance with first and last months' rent, security deposits).
- 24 units of emergency shelter beds and ongoing case management in partnership with Providence and faith community partners.

The additional position in the Director's Office is the result of transferring the H3S Suicide Prevention Coordinator from the Behavioral Health Division. This was a strategic decision made to emphasize the importance of this work across all of H3S.



**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**

The Safety Net Services program has an adopted budget of \$6,581,983. This is a maintenance level budget. Funding allows for FTE to provide discharge planning from the county jail, an intensive treatment team to provide discharge planning from an inpatient hospital and a community outreach team to address individuals in the community coming to the attention of law enforcement prior to arrest. In addition, this funding addresses contractually required elements regarding the requirement to provide 24-7 mobile crisis to individuals experiencing a mental health crisis in the community within one hour of the request.

**Key Performance Measures**

|        |  | FY 16-17 Actuals | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actual as of (12/31/18) | FY 19-20 Target          |
|--------|--|------------------|-----------------|-----------------|----------------------------------|--------------------------|
| RESULT | Less than 30% of safety net clients get re-arrested in Clackamas County within 90 days or less. <sup>1</sup>                                   | 28%              | 30%             | 30%             | 31%                              | Discontinue <sup>1</sup> |
| RESULT | Percent of safety net clients, receiving jail diversion services, that do not get re-arrested in Clackamas County within 90 days. <sup>1</sup> | 72%              | 70%             | 70%             | 69%                              | 70%                      |
| RESULT | Less than 15% of Medicaid and uninsured patients get readmitted to a hospital within 30 days or less. <sup>1</sup>                             | 17%              | 15%             | 15%             | 4%                               | Discontinue <sup>1</sup> |
| RESULT | Percent of Medicaid or uninsured patients that do not get readmitted to a hospital within 30 days. <sup>1</sup>                                | 83%              | 85%             | 85%             | 96%                              | 85%                      |

<sup>1</sup> For FY 19-20, both key performance measures in this program will be reworded to reflect positive outcomes. Less than 30% of safety net clients get re-arrested becomes percent that do not get re-arrested, with a goal of 70%. Less than 15% of Medicaid/Uninsured clients get readmitted to the hospital becomes percent that do not get readmitted to the hospital, with a goal of 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 program are partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement. The CFAA indicates which services are mandated: \* 24-7 crisis line, 24-7 mobile crisis response, and Involuntary Commitment Program.



Behavioral Health Division

Safety Net Services Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | 562,307            | 1,212,345                     | 1,212,345                         | 1,372,088                     | 159,743                        | 13.2%                               |
| Prior Year Revenue                              | (40,987)           | 190,083            | -                             | -                                 | -                             | -                              | 0%                                  |
| State Grants & Revenues                         | 3,301,574          | 5,011,566          | 4,390,090                     | 3,831,145                         | 4,379,252                     | (10,838)                       | -0.2%                               |
| Local Grants & Revenues                         | 313,848            | 24,117             | 265,000                       | -                                 | -                             | (265,000)                      | -100.0%                             |
| Charges for Service                             | 258,419            | 232,390            | 246,089                       | 166,165                           | 224,593                       | (21,496)                       | -8.7%                               |
| Other Revenues                                  | 1,816              | 2,394              | 2,960                         | 2,780                             | 720                           | (2,240)                        | -75.7%                              |
| Interfund Transfers                             | 823,389            | 824,482            | 824,482                       | 824,482                           | 605,330                       | (219,152)                      | -26.6%                              |
| <b>Operating Revenue</b>                        | <b>4,658,059</b>   | <b>6,285,032</b>   | <b>5,728,621</b>              | <b>4,824,572</b>                  | <b>5,209,895</b>              | <b>(518,726)</b>               | <b>-9.1%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>4,658,059</b>   | <b>6,847,339</b>   | <b>6,940,966</b>              | <b>6,036,917</b>                  | <b>6,581,983</b>              | <b>(358,983)</b>               | <b>-5.2%</b>                        |
| Personnel Services                              | 3,599,890          | 3,972,477          | 4,248,425                     | 2,909,631                         | 4,121,327                     | (127,098)                      | -3.0%                               |
| Materials & Services                            | 812,101            | 707,120            | 1,256,158                     | 1,105,651                         | 869,801                       | (386,357)                      | -30.8%                              |
| Indirect Costs (Internal Dept Chgs)             | 344,756            | 594,308            | 509,807                       | 311,755                           | 545,648                       | 35,841                         | 7.0%                                |
| Cost Allocation Charges                         | 426,354            | 479,652            | 381,663                       | 337,792                           | 387,563                       | 5,900                          | 1.5%                                |
| Capital Outlay                                  | 1                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Expenditure</b>                    | <b>5,183,102</b>   | <b>5,753,557</b>   | <b>6,396,053</b>              | <b>4,664,829</b>                  | <b>5,924,339</b>              | <b>(471,714)</b>               | <b>-7.4%</b>                        |
| Contingency                                     | -                  | -                  | 544,913                       | -                                 | 657,644                       | 112,731                        | 20.7%                               |
| <b>Total Exp - Including Special Categories</b> | <b>5,183,102</b>   | <b>5,753,557</b>   | <b>6,940,966</b>              | <b>4,664,829</b>                  | <b>6,581,983</b>              | <b>(358,983)</b>               | <b>-5.2%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>773,389</b>     | <b>824,482</b>     | <b>824,482</b>                | <b>824,482</b>                    | <b>605,330</b>                | <b>(219,152)</b>               | <b>-26.6%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 35.29              | 34.54              | 30.54                         | 30.54                             | 30.54                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 27.29              | 25.54              |                               | 25.54                             |                               | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 8.00               | 9.00               |                               | 5.00                              |                               | -                              | 0%                                  |

**Significant Issues and Changes**

Local Grants & Revenues was reduced in FY19-20 due to previous contracts with other local law enforcement jurisdictions regarding services provided by the Behavioral Health Unit in conjunction with the Clackamas County Sheriffs Office. There will be no reduction of services, however the administrative burden to continue the contracts outweighs the revenue we collected. County General funds were decreased in this program area to Administration to cover the Safety Net Support Program.



## Behavioral Health Division

### Behavioral Health System of Care Program

#### Purpose Statement

The purpose of the Behavioral Health System of Care Program is to provide coordination, support, assessment, and referral services to Clackamas County Residents so they can access behavioral health resources that match their needs.

#### Performance Narrative

The Behavioral Health System of Care has an adopted budget of \$13,664,024. This represents a slight decrease due from previous years due to reorganization of how our Administrative support functions are reported. We continue to have a high response to individuals calling the customer service line seeking assistance with most individuals receiving assistance when they call. We have expanded our capacity to respond to calls on Fridays when administrative offices are closed but the county crisis clinic is open so the customer service staff at the clinic are answering the main customer service line to assist callers.

#### Key Performance Measure

|        |  | FY 16-17<br>Actuals | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actual as of<br>(12/31/18) | FY 19-20<br>Target |
|--------|--|---------------------|--------------------|--------------------|--|--------------------|
| RESULT | By 2022, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need. | 65%                 | 85%                | 85%                | 88%                                    | 95%                |

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation      The System of Care programs are funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | 1,950,379          | 2,096,158          | 4,666,393                     | 4,666,393                         | 2,020,104                     | (2,555,588)                    | -56.7%<br>0%                        |
| Prior Year Revenue                              | 1,453,066          | 1,974,811          | -                             | -                                 | -                             | -                              | 0%                                  |
| Federal Grants & Revenues                       | 411,996            | 929,448            | 1,085,443                     | 71,974                            | 795,999                       | (289,444)                      | -26.7%                              |
| State Grants & Revenues                         | 11,157,702         | 10,836,503         | 9,911,119                     | 8,673,771                         | 10,835,921                    | 924,802                        | 9.3%                                |
| Charges for Service                             | 5,660              | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Other Revenues                                  | 221,480            | 363,327            | 13,000                        | 19,572                            | 12,000                        | (1,000)                        | -7.7%                               |
| <b>Operating Revenue</b>                        | <b>13,249,904</b>  | <b>14,104,089</b>  | <b>11,009,562</b>             | <b>8,765,317</b>                  | <b>11,643,920</b>             | <b>634,358</b>                 | <b>5.8%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>15,200,283</b>  | <b>16,200,247</b>  | <b>15,675,955</b>             | <b>13,431,710</b>                 | <b>13,664,024</b>             | <b>(1,921,230)</b>             | <b>-12.8%</b>                       |
| Personnel Services                              | 2,258,884          | 2,132,937          | 2,798,886                     | 2,715,229                         | 3,184,770                     | 385,884                        | 13.8%                               |
| Materials & Services                            | 8,562,723          | 7,677,858          | 10,627,900                    | 8,373,712                         | 7,806,787                     | (2,821,113)                    | -26.5%                              |
| Indirect Costs (Internal Dept Chgs)             | 216,314            | 317,647            | 359,368                       | 258,007                           | 437,234                       | 77,866                         | 21.7%                               |
| Cost Allocation Charges                         | 270,701            | 256,640            | 263,768                       | 248,289                           | 321,556                       | 57,788                         | 21.9%                               |
| <b>Operating Expenditure</b>                    | <b>11,308,622</b>  | <b>10,385,082</b>  | <b>14,049,922</b>             | <b>11,595,237</b>                 | <b>11,750,347</b>             | <b>(2,299,575)</b>             | <b>-16.4%</b>                       |
| Special Payments                                | 227,574            | 556,309            | 349,568                       | 449,568                           | 193,700                       | (155,868)                      | -44.6%                              |
| Contingency                                     | -                  | -                  | 1,276,465                     | -                                 | 1,719,977                     | 443,512                        | 34.7%                               |
| <b>Total Exp - Including Special Categories</b> | <b>11,536,196</b>  | <b>10,941,391</b>  | <b>15,675,955</b>             | <b>12,044,805</b>                 | <b>13,664,024</b>             | <b>(2,011,931)</b>             | <b>-12.8%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 24.00              | 24.00              | 25.20                         | 25.20                             | 25.20                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 24.00              | 24.00              | -                             | 22.20                             | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 3.00                              | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

The decrease in Beginning balance is a result of the following:

- Funds to be held for settlement moved to Administration program
- Funds from previous years being paid out via Contracts in FY 2019 that were delayed due to formal procurement processes



# Behavioral Health Division

## Prevention and Stigma Reduction Program

### Purpose Statement

The purpose of the Prevention and Stigma Reduction Program is to provide consultation and education services to Clackamas County residents so they can promote and support behavioral health in their lives and community.

### Performance Narrative

The Prevention and Stigma Reduction Program has an adopted budget of \$857,264. This budget is lower due to the transfer of suicide prevention coordinator into H3S Administration. 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 Measure

|        |  | FY 16-17<br>Actuals | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actual as of<br>(12/31/18) | FY 19-20<br>Target |
|--------|--|---------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percent of Get Trained to Help participants report taking action(s) they would not otherwise taken. <sup>1</sup> | -                   | New                | 40%                | 78.3%                                  | 70%                |

<sup>1</sup> Reworded slightly from original MFR plan to better identify the participants surveyed.

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 Prevention program is partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement. We are



Prevention and Stigma Reduction Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | 25,242             | 210,266                       | 210,266                           | 133,592                       | (76,674)                       | -36.5%                           |
| Prior Year Revenue                              | 276,808            | 274,790            | -                             | -                                 | -                             | -                              | 0%                               |
| Federal Grants & Revenues                       | 1,392              | -                  | 84,286                        | -                                 | -                             | (84,286)                       | -100.0%                          |
| State Grants & Revenues                         | 245,080            | 445,991            | 524,194                       | 831,335                           | 723,672                       | 199,478                        | 38.1%                            |
| Local Grants & Revenues                         | 25,871             | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Other Revenues                                  | 3,949              | 2,500              | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Revenue</b>                        | <b>553,100</b>     | <b>723,281</b>     | <b>608,480</b>                | <b>831,335</b>                    | <b>723,672</b>                | <b>115,192</b>                 | <b>18.9%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | <b>553,100</b>     | <b>748,523</b>     | <b>818,746</b>                | <b>1,041,601</b>                  | <b>857,264</b>                | <b>38,518</b>                  | <b>4.7%</b>                      |
| Personnel Services                              | 308,540            | 324,429            | 512,956                       | 618,814                           | 317,402                       | (195,554)                      | -38.1%                           |
| Materials & Services                            | 177,463            | 237,665            | 190,613                       | 216,066                           | 366,338                       | 175,725                        | 92.2%                            |
| Indirect Costs (Internal Dept Chgs)             | 29,546             | 48,587             | 67,039                        | 35,079                            | 42,406                        | (24,633)                       | -36.7%                           |
| Cost Allocation Charges                         | 37,142             | 39,882             | 48,138                        | 38,049                            | 28,446                        | (19,692)                       | -40.9%                           |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Expenditure</b>                    | <b>552,691</b>     | <b>650,563</b>     | <b>818,746</b>                | <b>908,008</b>                    | <b>754,592</b>                | <b>(64,154)</b>                | <b>-7.8%</b>                     |
| Interfund Transfers                             | -                  | -                  | -                             | -                                 | 50,000                        | 50,000                         | 0%                               |
| Contingency                                     | -                  | -                  | -                             | -                                 | 52,672                        | 52,672                         | 0%                               |
| <b>Total Exp - Including Special Categories</b> | <b>552,691</b>     | <b>650,563</b>     | <b>818,746</b>                | <b>908,008</b>                    | <b>857,264</b>                | <b>38,518</b>                  | <b>4.7%</b>                      |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 2.00               | 2.00               | 2.40                          | 2.40                              | 2.40                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 2.00               | 2.00               | -                             | 2.40                              | -                             | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |

**Significant Issues and Changes**

Changes in this program are a result of Department Suicide Coordination efforts being transferred to H3S Administration. The FTE change is not reflected due to the conversion of 1.0 FTE temporary position being converted to a permanent position at the same time we transferred 1.0 FTE to H3S Administration.





**Behavioral Health Division**  
**Peer Delivered Services Program**

**Purpose Statement**

The purpose of the Peer Delivered Services Program is to provide peer outreach, support and recovery services to residents of Clackamas County experiencing mental health or addictions issues so they can partner with someone with similar life experiences to advocate for themselves and define and achieve their own recovery goals that lead to an increase in quality of life.

**Performance Narrative**

The Peer Delivered Services Program has an adopted budget of \$2,502,301. This is a maintenance level budget for this program. Through contracted peer organizations, who assist individuals with mental health and substance use challenges, move through and to recovery, those individuals will be positively impacted by the role of peer support specialists and peer recovery mentors.

**Key Performance Measure**

|        |   | FY 16-17 Actuals | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actual as of (12/31/18) | FY 19-20 Target          |
|--------|---|------------------|-----------------|-----------------|----------------------------------|--------------------------|
| RESULT | 48% of customers achieve their recovery goals as measured by self-reported survey <sup>1</sup>                    | -                | New             | 48%             | NA                               | Discontinue <sup>1</sup> |
| RESULT | Percent of customers who feel their quality of life has improved as measured by self-reported survey <sup>1</sup> | -                | New             | New             | 75%                              | 80%                      |

<sup>1</sup> Reworded from original MFR plan to better match an existing survey question and the resulting data.

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 Peer program is partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | 77,672             | 430,943                       | 430,943                           | 18,263                        | (412,680)                   | -95.8%                              |
| Prior Year Revenue                              | 285,758            | 300,001            | -                             | -                                 | -                             | -                           | 0%                                  |
| Federal Grants & Revenues                       | 254,752            | 523,390            | 442,917                       | 436,159                           | 776,129                       | 333,212                     | 75.2%                               |
| State Grants & Revenues                         | 1,248,821          | 1,187,013          | 1,276,512                     | 1,927,327                         | 1,707,909                     | 431,397                     | 33.8%                               |
| Interfund Transfers                             | 25,000             | -                  | -                             | -                                 | -                             | -                           | 0%                                  |
| <b>Operating Revenue</b>                        | <b>1,814,331</b>   | <b>2,010,404</b>   | <b>1,719,429</b>              | <b>2,363,486</b>                  | <b>2,484,038</b>              | <b>764,609</b>              | <b>44.5%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,814,331</b>   | <b>2,088,076</b>   | <b>2,150,372</b>              | <b>2,794,429</b>                  | <b>2,502,301</b>              | <b>351,929</b>              | <b>16.4%</b>                        |
| Personnel Services                              | 105,164            | 124,671            | 144,463                       | 276,474                           | 190,286                       | 45,823                      | 31.7%                               |
| Materials & Services                            | 1,369,699          | 706,553            | 1,530,118                     | 2,371,262                         | 1,784,666                     | 254,548                     | 16.6%                               |
| Indirect Costs (Internal Dept Chgs)             | 10,071             | 18,673             | 18,877                        | 6,672                             | 40,661                        | 21,784                      | 115.4%                              |
| Cost Allocation Charges                         | 12,545             | 14,958             | 13,997                        | 14,459                            | 30,440                        | 16,443                      | 117.5%                              |
| <b>Operating Expenditure</b>                    | <b>1,497,479</b>   | <b>864,855</b>     | <b>1,707,455</b>              | <b>2,668,867</b>                  | <b>2,046,053</b>              | <b>338,598</b>              | <b>19.8%</b>                        |
| Special Payments                                | 517,783            | 1,091,686          | 442,917                       | 107,299                           | 456,248                       | 13,331                      | 3.0%                                |
| <b>Total Exp - Including Special Categories</b> | <b>2,015,262</b>   | <b>1,956,541</b>   | <b>2,150,372</b>              | <b>2,776,166</b>                  | <b>2,502,301</b>              | <b>351,929</b>              | <b>16.4%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>25,000</b>      | -                  | -                             | -                                 | -                             | -                           | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 1.00               | 1.00               | 1.40                          | 1.40                              | 1.40                          | -                           | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 1.00               | 1.00               | -                             | 1.40                              | -                             | -                           | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                                  |

**Significant Issues and Changes**

Reduction in Beginning Balance is a result of payments on contracts that had been delayed awaiting formal procurement processing.



# Behavioral Health Division

## Administration Program

### Purpose Statement

The purpose of the Behavioral Health Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, and personnel support services to Behavioral Health management and staff and other key internal and external stakeholders so they can provide continual access to behavioral health care that matches clients' needs.

### Performance Narrative

The Behavioral Health Administration Program has an adopted budget of \$6,155,050. This is a maintenance level budget for this program. Administrative services is focused on high quality customer service, both internally and externally. By meeting results, they ensure that critical mental health and substance services are not disrupted due to lapse in contract and ensure providers can continue to provide services because of timely revenue.

### Key Performance Measures

|        |  | FY 16-17 Actuals | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actual as of (12/31/18) | FY 19-20 Target          |
|--------|--|------------------|-----------------|-----------------|----------------------------------|--------------------------|
| RESULT | Percent of contracts (new and renewal) processed within 45 days of request. <sup>1,2</sup> | 38%              | 71%             | 65%             | 66%                              | 65%                      |
| RESULT | Percent of vouchers/invoices processed within 30 days. <sup>3,4</sup>                      | 95%              | 95%             | 98%             | 93%                              | Discontinue <sup>3</sup> |
| RESULT | Percent of vouchers/invoices processed within 15 days. <sup>3,4</sup>                      | -                | -               | -               | New                              | 90%                      |

<sup>1</sup> Contract specialists in several H3S divisions are exploring an update to this measure; likely focused on median number of days.

<sup>2</sup> Behavioral Health Division completed approximately 140 contracts in FY 17-18 and 70 in the first half of FY 18-19.

<sup>3</sup> This program plans to begin measuring performance on processing vouchers and invoices within 15 days rather than within 30.

<sup>4</sup> Behavioral Health Division processes roughly 2,000 vouchers/invoices per year.

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 Administration programs are partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement



Behavioral Health Division

Administration Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | (1)                |                    | 1,967,278                     | 1,967,278                         | 2,278,830                     | 311,552                        | 15.8%                               |
| Prior Year Revenue                              | -                  | 839,054            | -                             | -                                 | -                             | -                              | 0%                                  |
| Federal Grants & Revenues                       | -                  | -                  | -                             | -                                 | 130,889                       | 130,889                        | 0%                                  |
| State Grants & Revenues                         | 829,101            | 2,068,131          | 3,126,911                     | 2,909,337                         | 2,272,055                     | (854,856)                      | -27.3%                              |
| Charges for Service                             | 541,543            | 959,599            | 984,218                       | 803,173                           | 1,144,927                     | 160,709                        | 16.3%                               |
| Other Revenues                                  | 5                  | 206,874            | -                             | 6,046                             | -                             | -                              | 0%                                  |
| Interfund Transfers                             | 150,000            | 150,000            | 129,955                       | 129,955                           | 328,349                       | 198,394                        | 152.7%                              |
| <b>Operating Revenue</b>                        | <b>1,520,649</b>   | <b>4,223,658</b>   | <b>4,241,084</b>              | <b>3,848,511</b>                  | <b>3,876,220</b>              | <b>(364,864)</b>               | <b>-8.6%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,520,648</b>   | <b>4,223,658</b>   | <b>6,208,362</b>              | <b>5,815,789</b>                  | <b>6,155,050</b>              | <b>(53,312)</b>                | <b>-0.9%</b>                        |
| Personnel Services                              | 1,143,688          | 1,311,297          | 2,133,292                     | 1,921,646                         | 2,495,710                     | 362,418                        | 17.0%                               |
| Materials & Services                            | 364,938            | 749,787            | 1,922,525                     | 544,898                           | 1,443,835                     | (478,690)                      | -24.9%                              |
| Indirect Costs (Internal Dept Chgs)             | 56,814             | 100,701            | 185,656                       | 172,721                           | 236,797                       | 51,141                         | 27.5%                               |
| Cost Allocation Charges                         | 132,354            | 156,780            | 195,519                       | 264,496                           | 260,474                       | 64,955                         | 33.2%                               |
| <b>Operating Expenditure</b>                    | <b>1,697,794</b>   | <b>2,318,565</b>   | <b>4,436,992</b>              | <b>2,903,761</b>                  | <b>4,436,816</b>              | <b>(176)</b>                   | <b>0.0%</b>                         |
| Interfund Transfers                             | -                  | -                  | -                             | -                                 | 5,923                         | 5,923                          | 0%                                  |
| Contingency                                     | -                  | -                  | 1,771,370                     | -                                 | 1,712,311                     | (59,059)                       | -3.3%                               |
| <b>Total Exp - Including Special Categories</b> | <b>1,697,794</b>   | <b>2,318,565</b>   | <b>6,208,362</b>              | <b>2,903,761</b>                  | <b>6,155,050</b>              | <b>(53,312)</b>                | <b>-0.9%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>150,000</b>     | <b>150,000</b>     | <b>129,955</b>                | <b>129,955</b>                    | <b>328,349</b>                | <b>198,394</b>                 | <b>152.7%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 13.50              | 13.50              | 21.00                         | 21.00                             | 21.00                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 13.50              | 13.50              | -                             | 19.00                             | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 2.00                              | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

The County General funds were increased in this program due to the reallocation of funds associated with Safety Net support services being transferred to Administration.



## Children, Family and Community Connections Division

### Prevention Services Program

#### Purpose Statement

The purpose of the Prevention Services Program is to provide equitable prevention, early intervention and system coordination services to the most vulnerable children, youth and families in Clackamas County so they can experience safe and stable home environments and academic progress.

#### Performance Narrative

The Prevention Services Program adopted a FY 19-20 budget of \$4,649,037, which is a 17% decrease from last fiscal year. For the first two quarters of FY 18-19, the program served 310 vulnerable families with children 0-6 years old to connect them to needed services and resources to facilitate stable home environments, healthy parent/child relationships, and age-appropriate child development. During the same period, the program served 330 domestic violence victims, helping them prepare a safety plan and/or giving them resources for how to stay safe.

#### Key Performance Measures

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actual as of<br>(12/31/18) | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percent of families that are healthy, stable & attached | 75%                | 92%                | 85%                | 94%                                    | 85%                |
| RESULT | Percent of clients with a domestic violence safety plan | 85%                | 93%                | 95%                | 95%                                    | 95%                |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

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

Explanation

**Grant Funds:**

Oregon Department of Education (ODE) Early Learning Division - July 1st, 2019 to June 30th, 2020 - No match requirement

Office of Juvenile Justice & Delinquency Prevention (OJJDP) - Opioid Prevention Grant

October 1st, 2018 - September 30th, 2021 - No match requirement



Children, Family and Community Connections Division

Prevention Services Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>143,414</b>     | <b>959,232</b>     | <b>917,076</b>                | <b>917,076</b>                    | <b>724,332</b>                | <b>(192,744)</b>               | <b>-21.0%</b>                    |
| Prior Year Revenue                              | 601,830            | 215,025            | -                             | 284,386                           | -                             | -                              | 0%                               |
| Federal Grants & Revenues                       | 523,267            | 617,692            | 336,778                       | 335,469                           | 525,000                       | 188,222                        | 55.9%                            |
| State Grants & Revenues                         | 4,003,891          | 1,944,385          | 3,001,153                     | 2,488,315                         | 1,899,723                     | (1,101,430)                    | -36.7%                           |
| Local Grants & Revenues                         | 95,000             | 90,492             | 85,000                        | 117,128                           | 67,500                        | (17,500)                       | -20.6%                           |
| Charges for Service                             | 409,159            | 199,713            | 395,610                       | 157,928                           | 50,000                        | (345,610)                      | -87.4%                           |
| Other Revenues                                  | 1,788              | 8,541              | 570                           | 240,047                           | -                             | (570)                          | -100.0%                          |
| Interfund Transfers                             | 1,314,461          | 1,547,599          | 1,415,482                     | 1,415,482                         | 1,682,482                     | 267,000                        | 18.9%                            |
| <b>Operating Revenue</b>                        | <b>6,949,396</b>   | <b>4,623,447</b>   | <b>5,234,593</b>              | <b>5,038,755</b>                  | <b>4,224,705</b>              | <b>(1,009,888)</b>             | <b>-19.3%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | <b>7,092,810</b>   | <b>5,582,679</b>   | <b>6,151,669</b>              | <b>5,955,831</b>                  | <b>4,949,037</b>              | <b>(1,202,632)</b>             | <b>-19.55%</b>                   |
| Personnel Services                              | 986,700            | 1,008,124          | 1,467,042                     | 905,985                           | 1,357,755                     | (109,287)                      | -7.45%                           |
| Materials & Services                            | 2,475,970          | 1,951,124          | 2,903,162                     | 2,284,575                         | 1,995,913                     | (907,249)                      | -31.25%                          |
| Special Payments                                | 2,498,730          | 1,400,556          | 1,859,539                     | 1,777,841                         | 1,332,213                     | (527,326)                      | -28.36%                          |
| Indirect Costs (Internal Dept Chgs)             | 15,536             | 15,837             | 18,828                        | 60,000                            | 20,000                        | 1,172                          | 6.22%                            |
| Cost Allocation Charges                         | 156,642            | 289,961            | 203,098                       | 203,098                           | 240,712                       | 37,614                         | 18.52%                           |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Expenditure</b>                    | <b>6,133,578</b>   | <b>4,665,602</b>   | <b>6,451,669</b>              | <b>5,231,499</b>                  | <b>4,946,593</b>              | <b>(1,505,076)</b>             | <b>-23.33%</b>                   |
| Interfund Transfers                             | -                  | -                  | -                             | -                                 | 2,444                         | 2,444                          | 0%                               |
| <b>Total Exp - Including Special Categories</b> | <b>6,133,578</b>   | <b>4,665,602</b>   | <b>6,451,669</b>              | <b>5,231,499</b>                  | <b>4,949,037</b>              | <b>(1,502,632)</b>             | <b>-23.29%</b>                   |
| <b>General Fund Support (if applicable)</b>     | <b>1,276,663</b>   | <b>1,278,438</b>   | <b>1,382,482</b>              | <b>1,682,482</b>                  | <b>1,682,482</b>              | <b>300,000</b>                 | <b>21.7%</b>                     |
| Full Time Equiv Pos (FTE) Budgeted              | 8.75               | 9.60               | 10.60                         | 10.60                             | 10.60                         | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 8.75               | 9.60               | -                             | 8.60                              | -                             | -                              | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 2.00                              | -                             | -                              | -                                |

Significant Issues and Changes

REVENUE

The FY 19-20 budget reflects an increase of \$188,222 in federal grant revenue. This is due to the addition of a grant from the Office of Juvenile Justice & Delinquency Prevention (OJJDP) for opioid prevention

The FY 19-20 budget reflects a decrease (\$1,101,430) in state grant revenue. This is due to the loss of grant funding from the Oregon Dept of Education and the Oregon Health Authority.

EXPENSES

Materials & Service decreased (\$907,249) as contracted services were reduced with the reduction in state revenue

Special payments decreased (\$227,326) as contracted services were reduced with the reduction in state revenue



# Children, Family and Community Connections Division

## Weatherization Services Program

### Purpose Statement

The purpose of the Weatherization Program is to provide energy education, dwelling assessment, and energy efficiency services to lower-income county residents so they can experience decreased energy costs and increased comfort, health, and safety in their homes.

### Performance Narrative

The Weatherization Program adopted a FY 19-20 budget of \$2,159,011, which is a 10% decrease in operating expenditures from last fiscal year. For the first two quarters of FY 18-19, the Weatherization Program served 38 dwellings and residents had a projected first year energy savings of nearly \$700 on average. Beyond weatherization, the program focuses efforts on improving the overall health of the home; such as installing carbon monoxide monitors and addressing mold issues. Also, over 350 residents received energy education services from program staff. Customer feedback for the first two quarters of FY 18-19 gave the program a 98% rating for Satisfaction with Service and 97% for Staff Interaction.

### Key Performance Measure

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actual as of<br>(12/31/18) | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Decreased energy costs by an average of 12% or more | 21%                | 28%                | 12%                | 30%                                    | 12%                |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

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

Explanation

#### Grant Funds:

Bonneville Power Administration (BPA) - October 1st, 2019 to September 30th, 2020 (No Match Requirement)

Department of Energy (DOE) - July 1st, 2019 to June 30th, 2020 (No Match Requirement)

Energy Conservation Helping Oregonians (ECHO) - July 1st, 2019 to June 30th, 2020 (No Match Requirement)

Low-Income Home Energy Assistance Program (LIHEAP) - October 1st, 2019 to December 31, 2020 (No Match Requirement)

Community Development Block Grant (CDBG) - July 1st, 2019 to June 30th, 2020 (No Match Requirement)

Children, Family and Community Connections Division

Weatherization Services Program



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>349,150</b>     | <b>373,841</b>     | <b>256,453</b>                | <b>256,453</b>                    | <b>195,350</b>                | <b>(61,103)</b>                | <b>-23.8%</b>                       |
| Prior Year Revenue                              | 448                | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Federal Grants & Revenues                       | 498,504            | 524,141            | 556,403                       | 466,400                           | 539,525                       | (16,878)                       | -3.0%                               |
| State Grants & Revenues                         | 1,570,165          | 1,610,614          | 1,321,000                     | 1,249,099                         | 1,224,696                     | (96,304)                       | -7.3%                               |
| Local Grants & Revenues                         | 163,196            | 122,164            | 158,000                       | 159,613                           | 109,440                       | (48,560)                       | -30.7%                              |
| Charges for Service                             | 200,705            | 134,619            | 110,000                       | 100,000                           | 90,000                        | (20,000)                       | -18.2%                              |
| Other Revenues                                  | 1,297              | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Interfund Transfers                             | -                  | -                  | 256,453                       | 256,453                           | -                             | (256,453)                      | 0%                                  |
| <b>Operating Revenue</b>                        | <b>2,434,315</b>   | <b>2,391,538</b>   | <b>2,401,856</b>              | <b>2,231,565</b>                  | <b>1,963,661</b>              | <b>(438,195)</b>               | <b>-18.2%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,783,465</b>   | <b>2,765,379</b>   | <b>2,658,309</b>              | <b>2,488,018</b>                  | <b>2,159,011</b>              | <b>(499,298)</b>               | <b>-18.8%</b>                       |
| Personnel Services                              | 947,671            | 1,014,966          | 1,176,695                     | 996,948                           | 1,262,409                     | 85,714                         | 7.3%                                |
| Materials & Services                            | 1,330,412          | 1,335,003          | 1,225,161                     | 911,406                           | 896,602                       | (328,559)                      | -26.8%                              |
| Cost Allocation Charges                         | 131,541            | 158,956            | -                             | 127,861                           | -                             | -                              | 0%                                  |
| <b>Operating Expenditure</b>                    | <b>2,409,624</b>   | <b>2,508,925</b>   | <b>2,401,856</b>              | <b>2,036,215</b>                  | <b>2,159,011</b>              | <b>(242,845)</b>               | <b>-10.1%</b>                       |
| Interfund Transfers                             | -                  | -                  | 256,453                       | 256,453                           | -                             | (256,453)                      | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | <b>2,409,624</b>   | <b>2,508,925</b>   | <b>2,658,309</b>              | <b>2,292,668</b>                  | <b>2,159,011</b>              | <b>(499,298)</b>               | <b>-18.8%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 13.00              | 12.00              | 12.00                         | 12.00                             | 12.00                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 10.00              | 10.00              | -                             | 10.00                             | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 3.00               | 2.00               | -                             | 2.00                              | -                             | -                              | -                                   |

Significant Issues and Changes

REVENUE

The FY 19-20 budget reflects an overall decrease (\$242,845) in revenue as it is anticipated that dedicated carry forward funds will decrease as will the FY19-20 allocations of Federal (Dept of Energy, Low Income Home Energy Assistance Program), State (Energy Conservation Helping Oregonians) and local (Northwest Natural) funds.

EXPENSES

Materials & Services reflects a decrease (\$328,559), which is a reduction in contracted labor to perform major measure weatherization services due to the decrease in overall revenue noted above.





# Children, Family and Community Connections Division

## Workforce Program

### Purpose Statement

The purpose of the Workforce Program is to provide customized employment and training services to low-income and/or vulnerable residents of Clackamas County so they can have a pathway to increased employability and wage potential. The program also works closely with local business partners to connect job seekers with meaningful employment opportunities and foster successful long-term job placement.

### Performance Narrative

The Workforce Program adopted a FY 19-20 budget of \$2,252,681, which is a 2% increase from last fiscal year. For the first two quarters of FY 18-19, 191 participants have received employment and training services through County-funded programs, with 122 (64%) receiving employment and 100 (82%) of those retaining employment after 90 days. These retention figures include 14 participants in the Corrections Advancement program where the average hourly wage was \$14.47, 9 participants in the Veterans Workforce program where the average hourly wage was \$17.99, and 14 participants in the Employment Investment program where the average hourly wage was \$14.56. Customer feedback for the first two quarters of FY 18-19 gave the programs 100% for both Satisfaction with Service and Staff Interaction. A robust local economy and record breaking low unemployment rates have created excellent opportunities for job seekers with barriers to employment. Employers are looking to expand their pool of applicants as they frequently have more job openings than qualified applicants. Outreach to these hiring managers results in a clear understanding of their needs as well as the opportunity to educate businesses about workforce programs and individuals with barriers to employment. Retention rates have risen significantly during this time.

### Key Performance Measure

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actual as of<br>(12/31/18) | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment). | 55%                | 80%                | 55%                | 82%                                    | 55%                |
| OUTPUT | Number of jobseekers in County-funded programs who obtained employment. <sup>1</sup>   | 93                 | 121                | -                  | 122                                    | -                  |

<sup>1</sup> Most MFR Output, Demand, and Efficiency measures do not have specific targets.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

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

Explanation

#### Grant Funds:

Community Development Block Grant (CDBG) - July 1st, 2019 to June 30th, 2020 (No Match Requirement)



Children, Family and Community Connections Division

Workforce Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>186,429</b>     | <b>244,295</b>     | <b>401,212</b>                | <b>401,212</b>                    | <b>531,199</b>                | <b>129,987</b>                 | <b>32.4%</b>                        |
| Prior Year Revenue                              | -                  | -                  | -                             | 29,507                            | -                             | -                              | 0%                                  |
| State Grants & Revenues                         | 698,207            | 662,141            | 584,240                       | 596,156                           | 532,431                       | (51,809)                       | -8.9%                               |
| Charges for Service                             | 247,685            | 179,848            | 189,000                       | 179,848                           | 196,000                       | 7,000                          | 3.7%                                |
| Other Revenues                                  | 6,970              | 1,242              | -                             | 170                               | -                             | -                              | 0%                                  |
| Interfund Transfers                             | 966,077            | 1,029,946          | 1,431,158                     | 1,431,158                         | 993,051                       | (438,107)                      | -30.6%                              |
| <b>Operating Revenue</b>                        | <b>1,918,939</b>   | <b>1,873,177</b>   | <b>2,204,398</b>              | <b>2,236,839</b>                  | <b>1,721,482</b>              | <b>(482,916)</b>               | <b>-21.9%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,105,368</b>   | <b>2,117,472</b>   | <b>2,605,610</b>              | <b>2,638,051</b>                  | <b>2,252,681</b>              | <b>(352,929)</b>               | <b>-13.5%</b>                       |
| Personnel Services                              | 1,259,678          | 1,263,663          | 1,420,884                     | 1,278,848                         | 1,501,027                     | 80,143                         | 5.6%                                |
| Materials & Services                            | 252,702            | 193,839            | 376,334                       | 187,473                           | 321,562                       | (54,772)                       | -14.6%                              |
| Indirect Costs (Internal Dept Chgs)             | 34,387             | 34,314             | 40,000                        | -                                 | 42,000                        | 2,000                          | 5.0%                                |
| Cost Allocation Charges                         | 314,306            | 224,444            | 367,180                       | 239,319                           | 384,246                       | 17,066                         | 4.6%                                |
| <b>Operating Expenditure</b>                    | <b>1,861,073</b>   | <b>1,716,260</b>   | <b>2,204,398</b>              | <b>1,705,640</b>                  | <b>2,248,835</b>              | <b>44,437</b>                  | <b>2.0%</b>                         |
| Interfund Transfers                             | -                  | -                  | 401,212                       | 401,212                           | 3,846                         | (397,366)                      | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | <b>1,861,073</b>   | <b>1,716,260</b>   | <b>2,605,610</b>              | <b>2,106,852</b>                  | <b>2,252,681</b>              | <b>(352,929)</b>               | <b>-13.5%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>903,077</b>     | <b>966,946</b>     | <b>966,946</b>                | <b>966,946</b>                    | <b>930,051</b>                | <b>(36,895)</b>                | <b>0.0%</b>                         |
| Full Time Equiv Pos (FTE) Budgeted              | 18.50              | 18.00              | 14.00                         | 14.00                             | 14.00                         | 0.00                           | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 15.00              | 12.00              | -                             | 8.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 3.50               | 6.00               | -                             | 6.00                              | -                             | -                              | -                                   |

Significant Issues and Changes

REVENUE

The FY 19-20 budget does not have any significant revenue changes. Beginning fund balance is project to be a little higher than last year which offsets a reduction in state revenues and a reduction in General Fund support.

EXPENSES

The FY 19-20 budget does not have any significant expense changes. Personnel services and cost allocation charges had a minor increase while materials and services had a minor decrease.



**Health Centers Division  
Administration Program**

**Purpose Statement**

The purpose of the 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, staff and other key internal and external stakeholders so they can provide high quality and affordable health care to the County's most vulnerable residents.

**Performance Narrative**

The Administration Program adopted a budget of \$22,529,880. 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. The Administration Program has shown increasing improvement in the number of contracts and amendments processed within 45 days and has continued to exceed the target set. This measure helps us measure the effectiveness of engaging community partners to serve vulnerable populations.

**Key Performance Measure**

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT | Percent of contracts/amendments processed within 45 days. <sup>1 2</sup> | 54%                | 71%                | 60%                | 80%                                   | 82%                |

<sup>1</sup> Contract specialists in several H3S divisions are exploring an update to this measure; likely focused on median number of days.

<sup>2</sup> Health Centers completed 72 contracts in FY 17-18 and 60 through the first half of FY 18-19.

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-GY18: 05/01/2019-04/30/2020 = \$2,202,317 (Health Resources and Service Administration)  
 HRSA330-QI: FY19: 08/02/2018-08/01/2019 = \$76,204 (Health Resources and Service Administration)  
 SAMHSA: Zero Suicide: 09/30/2019-09/29/2020 = \$201,669 (Substance Abuse and Mental Health Services Administration)



Health Centers Division

Administrative Services Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>12,792,935</b>  | <b>14,247,329</b>  | <b>16,641,926</b>             | <b>16,641,927</b>                 | <b>16,962,059</b>             | <b>320,133</b>                 | <b>1.9%</b><br><b>0%</b>         |
| Federal Grants & Revenues                       | 2,085,239          | 1,822,186          | 2,054,745                     | 2,501,412                         | 2,403,985                     | <b>349,240</b>                 | <b>17.0%</b>                     |
| State Grants & Revenues                         | -                  | -                  | 65,350                        | -                                 | -                             | <b>(65,350)</b>                | <b>-100.0%</b>                   |
| Local Grants & Revenues                         | 332,470            | 399,000            | -                             | 408,120                           | -                             | -                              | <b>0%</b>                        |
| Charges for Service                             | 924,825            | 1,596,280          | 1,198,084                     | 1,749,506                         | 1,805,818                     | <b>607,734</b>                 | <b>50.7%</b>                     |
| Other Revenues                                  | 93,326             | 150,599            | 12,000                        | 154,872                           | 176,000                       | <b>164,000</b>                 | <b>1366.7%</b>                   |
| Interfund Transfers                             | 522,976            | 543,188            | 567,643                       | 567,643                           | 587,523                       | <b>19,880</b>                  | <b>3.5%</b>                      |
| <b>Operating Revenue</b>                        | <b>3,958,836</b>   | <b>4,511,253</b>   | <b>3,897,822</b>              | <b>5,381,553</b>                  | <b>4,973,326</b>              | <b>1,075,504</b>               | <b>27.6%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | <b>16,751,771</b>  | <b>18,758,582</b>  | <b>20,539,748</b>             | <b>22,023,480</b>                 | <b>21,935,385</b>             | <b>1,395,637</b>               | <b>6.8%</b>                      |
| Personnel Services                              | 2,831,941          | 3,628,170          | 3,839,370                     | 3,870,881                         | 4,265,114                     | <b>425,744</b>                 | <b>11.1%</b>                     |
| Materials & Services                            | 952,447            | 1,845,616          | 755,698                       | 1,462,065                         | 1,059,043                     | <b>303,345</b>                 | <b>40.1%</b>                     |
| Indirect Costs (Internal Dept Chgs)             | 42,945             | 59,541             | 70,388                        | 64,454                            | 71,677                        | <b>1,289</b>                   | <b>1.8%</b>                      |
| Cost Allocation Charges                         | 129,124            | 146,030            | 59,891                        | 59,891                            | 142,446                       | <b>82,555</b>                  | <b>137.8%</b>                    |
| <b>Operating Expenditure</b>                    | <b>3,956,457</b>   | <b>5,679,357</b>   | <b>4,725,347</b>              | <b>5,457,291</b>                  | <b>5,538,280</b>              | <b>812,933</b>                 | <b>17.2%</b>                     |
| Interfund Transfers                             | -                  | -                  | -                             | -                                 | 29,541                        | <b>29,541</b>                  | <b>0%</b>                        |
| Reserve for Future Expenditures                 | -                  | -                  | 8,795,657                     | -                                 | 9,666,103                     | <b>870,446</b>                 | <b>9.9%</b>                      |
| Contingency                                     | -                  | -                  | 7,846,269                     | -                                 | 7,295,956                     | <b>(550,313)</b>               | <b>-7.0%</b>                     |
| <b>Total Exp - Including Special Categories</b> | <b>3,956,457</b>   | <b>5,679,357</b>   | <b>21,367,273</b>             | <b>5,457,291</b>                  | <b>22,529,880</b>             | <b>1,162,607</b>               | <b>5.4%</b>                      |
| <b>General Fund Support (if applicable)</b>     | <b>522,976</b>     | <b>543,188</b>     | <b>567,643</b>                | <b>567,643</b>                    | <b>587,523</b>                | <b>19,880</b>                  | <b>3.5%</b>                      |
| Full Time Equiv Pos (FTE) Budgeted              | 37.50              | 34.25              | 35.25                         | 35.25                             | 35.25                         | -                              | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 36.00              | 32.25              | -                             | 34.25                             | -                             | -                              |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.50               | 2.00               | -                             | 1.00                              | -                             | -                              |                                  |

**Significant Issues and Changes**

In FY 18-19 Health Centers Administrative Service Program realized an increase in revenue from Federal Grants and the 340b Pharmacy Program. As a result, Health Centers increased the budgeted revenue for FY 19-20.



## Health Centers Division Primary Care Program

### Purpose Statement

The purpose of the Primary Care Program is to provide patient-centered health care services to vulnerable populations so they can experience improved health.

### Performance Narrative

The Primary Care Program adopted a budget of \$15,442,707. The Primary Care Program provides comprehensive health services at four primary care clinics 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.

Chronic disease is a leading cause of death and disability in the United States and in our community. Measuring the percent of Health Centers patients who have a chronic disease for whom their disease is controlled, displays progress toward assisting people to avoid these risks. To improve this measure in the coming year, Clackamas Health Centers is revising our patient outreach and engagement processes, to encourage people to receive the care they need.

### Key Performance Measure

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | CY 2018<br>Target <sup>1</sup> | FY 18-19<br>Actuals as of<br>12/31/18 | CY 2019<br>Target <sup>1</sup> |
|--------|--|--------------------|--------------------|--------------------------------|---------------------------------------|--------------------------------|
| RESULT | Percent of patients with controlled chronic disease. (% = controlled CD / total CD). | 71%                | 67%                | 77%                            | 65%                                   | 78.3%                          |
| OUTPUT | Number of primary care visits. <sup>2</sup>  | 35,699             | 33,958             | -                              | 31,844                                | -                              |

<sup>1</sup> Actual targets are set by Oregon Health Authority on a calendar year basis: 84% for 2017, 77% for 2018, 78.3% for 2019.

<sup>2</sup> Calendar Year ('16, '17, and '18) actuals are shown.

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-SUD-MH: 09/01/2018-08/31/2019 = \$327,000 (Health Resources and Service Administration)

SAMHSA: Zero Suicide: 09/30/2019-09/29/2020 = \$195,880 (Substance Abuse and Mental Health Services Administration)



Health Centers Division

Primary Care Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | <b>300,000</b>     | -                             | -                                 | -                             | -                              | <b>0%</b>                        |
| Federal Grants & Revenues                       | 42,500             | 70,268             | 596,743                       | 653,484                           | 195,880                       | <b>(400,863)</b>               | <b>-67.2%</b>                    |
| State Grants & Revenues                         | 1,069,399          | 1,416,992          | 984,852                       | 1,310,547                         | 292,474                       | <b>(692,378)</b>               | <b>-70.3%</b>                    |
| Local Grants & Revenues                         | 704,604            | 326,750            | 125,046                       | -                                 | -                             | <b>(125,046)</b>               | <b>-100.0%</b>                   |
| Charges for Service                             | 9,498,451          | 9,541,404          | 10,538,410                    | 9,901,638                         | 12,647,314                    | <b>2,108,904</b>               | <b>20.0%</b>                     |
| Other Revenues                                  | 22,321             | 20,786             | 12,140                        | 7,450                             | 4,755                         | <b>(7,385)</b>                 | <b>-60.8%</b>                    |
| <b>Operating Revenue</b>                        | <b>11,337,275</b>  | <b>11,376,200</b>  | <b>12,257,191</b>             | <b>11,873,119</b>                 | <b>13,140,423</b>             | <b>883,232</b>                 | <b>7.2%</b>                      |
| <b>Total Rev - Including Beginning Bal</b>      | <b>11,337,275</b>  | <b>11,676,200</b>  | <b>12,257,191</b>             | <b>11,873,119</b>                 | <b>13,140,423</b>             | <b>883,232</b>                 | <b>7.2%</b>                      |
| Personnel Services                              | 8,858,874          | 8,976,559          | 11,706,725                    | 10,366,666                        | 12,368,968                    | <b>662,243</b>                 | <b>5.7%</b>                      |
| Materials & Services                            | 1,978,360          | 1,969,080          | 1,621,875                     | 1,803,275                         | 1,540,658                     | <b>(81,217)</b>                | <b>-5.0%</b>                     |
| Indirect Costs (Internal Dept Chgs)             | 142,006            | 141,305            | 174,835                       | 160,090                           | 189,204                       | <b>14,369</b>                  | <b>8.2%</b>                      |
| Cost Allocation Charges                         | 1,196,339          | 1,135,919          | 1,197,719                     | 1,197,601                         | 1,343,877                     | <b>146,158</b>                 | <b>12.2%</b>                     |
| Capital Outlay                                  | 17,810             | 1,129              | -                             | -                                 | -                             | -                              | <b>0%</b>                        |
| <b>Operating Expenditure</b>                    | <b>12,193,389</b>  | <b>12,223,992</b>  | <b>14,701,154</b>             | <b>13,527,632</b>                 | <b>15,442,707</b>             | <b>741,553</b>                 | <b>5.0%</b>                      |
| Special Payments                                | 8,668              | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>12,202,057</b>  | <b>12,223,992</b>  | <b>14,701,154</b>             | <b>13,527,632</b>                 | <b>15,442,707</b>             | <b>741,553</b>                 | <b>5.0%</b>                      |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 85.65              | 85.55              | 95.60                         | 95.60                             | 93.05                         | -2.55                          | -2.7%                            |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 81.45              | 79.15              | -                             | 82.90                             | -                             | -                              | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 4.20               | 6.40               | -                             | 12.70                             | -                             | -                              | -                                |

**Significant Issues and Changes**

Increase in FY 19-20 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.

The number of vacancies for the Primary Care Program are not outside the average for the industry.



**Purpose Statement**

The purpose of the Dental Program is to provide dental health care services to people with limited access to dental services so they can experience a transition from urgent care to restoring oral wellness and improved dental health.

**Performance Narrative**

The Dental Program adopted a budget of \$4,761,820. These resources allow us to provide comprehensive dental services at two dental clinics with the focus of treating and improving the oral health of each patient. In FY 19-20, the Dental Program will be expanding to provide pediatric dental services to children in Gladstone.

In the coming fiscal year Clackamas Health Centers will replace the current dental measure (percent of patients who complete a dental treatment plan within 12 months) with a measure showing the percent of patients who receive a dental sealant, for whom dental sealants are appropriate. This change follows the industry and key partner emphasis on the importance of dental sealants, which are now universally recommended to avoid decay in permanent teeth in children. Childhood tooth decay causes needless pain and has the potential to lead to future adverse outcomes. Health Centers is measuring this percentage among its roughly 850 dental patients aged 6-14.

Measuring the time to treatment plan completion is of limited value, and the percent completed within 12 months proved problematic to accurately track with the rolling, individualized start date.

**Key Performance Measures**

|        |   | FY 16-17 Actual | FY 17-18 Actual | CY 2018 Target <sup>2</sup> | FY 18-19 Actuals as of 12/31/18 | CY 2019 Target <sup>2</sup> |
|--------|---|-----------------|-----------------|-----------------------------|---------------------------------|-----------------------------|
| RESULT | Percent of patients who complete treatment plan within 12 months <sup>1</sup>                           | -               | New             | 20%                         | 12%                             | Discontinue <sup>1</sup>    |
| RESULT | Percent of patients who receive a dental sealant, for whom dental sealants are appropriate <sup>1</sup> | New             | 14.3%           | 22.9% <sup>2</sup>          | 14.6%                           | 26.8% <sup>2</sup>          |
| OUTPUT | Number of dental visits. <sup>3</sup>   | 13,698          | 13,973          | -                           | 15,638                          | -                           |

<sup>1</sup> Health Centers is replacing the current dental measure with a measure showing the percent of patients who receive a dental sealant (details above).

<sup>2</sup> Actual targets are set by Oregon Health Authority on a calendar year basis starting with 22.9% for 2018 and 26.8% for 2019.

<sup>3</sup> Calendar Year ( '16, '17, and '18) actuals are shown.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



Health Centers Division

Dental Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>65,544</b>      | <b>353,024</b>     | -                             | -                                 | -                             | -                              | 0%                               |
| Federal Grants & Revenues                       | 447,551            | 307,083            | 19,231                        | -                                 | -                             | (19,231)                       | -100.0%                          |
| State Grants & Revenues                         | 121,964            | 104,784            | -                             | 3,000                             | -                             | -                              | 0%                               |
| Local Grants & Revenues                         | 290,565            | 112,517            | -                             | 84,178                            | -                             | -                              | 0%                               |
| Charges for Service                             | 2,725,404          | 3,149,782          | 4,054,518                     | 3,552,434                         | 4,163,604                     | 109,086                        | 2.7%                             |
| Other Revenues                                  | 17                 | 90                 | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Revenue</b>                        | <b>3,585,501</b>   | <b>3,674,256</b>   | <b>4,073,749</b>              | <b>3,639,612</b>                  | <b>4,163,604</b>              | <b>89,855</b>                  | <b>2.2%</b>                      |
| <b>Total Rev - Including Beginning Bal</b>      | <b>3,651,045</b>   | <b>4,027,280</b>   | <b>4,073,749</b>              | <b>3,639,612</b>                  | <b>4,163,604</b>              | <b>89,855</b>                  | <b>2.2%</b>                      |
| Personnel Services                              | 2,263,704          | 2,503,255          | 3,503,220                     | 3,176,733                         | 3,734,927                     | 231,707                        | 6.6%                             |
| Materials & Services                            | 673,459            | 908,936            | 652,749                       | 641,376                           | 587,993                       | (64,756)                       | -9.9%                            |
| Indirect Costs (Internal Dept Chgs)             | 33,274             | 33,273             | 50,054                        | 45,833                            | 52,360                        | 2,306                          | 4.6%                             |
| Cost Allocation Charges                         | 264,804            | 265,741            | 362,112                       | 362,124                           | 386,540                       | 24,428                         | 6.7%                             |
| Capital Outlay                                  | 16,792             | 162,104            | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Expenditure</b>                    | <b>3,252,033</b>   | <b>3,873,309</b>   | <b>4,568,135</b>              | <b>4,226,066</b>                  | <b>4,761,820</b>              | <b>193,685</b>                 | <b>4.2%</b>                      |
| <b>Total Exp - Including Special Categories</b> | <b>3,252,033</b>   | <b>3,873,309</b>   | <b>4,568,135</b>              | <b>4,226,066</b>                  | <b>4,761,820</b>              | <b>193,685</b>                 | <b>4.2%</b>                      |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Budgeted              | 18.90              | 23.75              | 26.00                         | 26.00                             | 25.75                         | (0.25)                         | -1.0%                            |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 17.90              | 23.75              | -                             | 23.75                             | -                             | -                              | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.00               | -                  | -                             | 2.25                              | -                             | -                              | -                                |

**Significant Issues and Changes**

The increase in FY 19-20 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.





## Health Centers Division Behavioral Health Clinic Program

### Purpose Statement

The purpose of the Behavioral Health Clinic Program is to provide specialty behavioral health services to clients and prospective clients diagnosed with mental health or substance use disorders so they can experience reduced mental distress and achieve their individual goals.

### Performance Narrative

The Behavioral Health Clinic Program adopted a budget of \$13,750,365. 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 addition treatment services to children, adolescents, adults, and their families.

The measure of global distress is an evidence-based, statistically-validated gauge of the intensity of behavioral health symptoms (such as the impairment level on work, school, and/or personal relationships). The measurement is obtained at each visit via a patient-reported questionnaire, which was developed in partnership with A Collaborative Outcome Resource Network (ACORN).

### Key Performance Measure

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT | Percent of clients attending two or more sessions who show a reduction in their global distress. <sup>1</sup> | New                | 76%                | 80%                | 79%                                   | 80%                |
| OUTPUT | Number of client visits. <sup>2</sup>   | 71,225             | 57,555             | -                  | 46,167                                | -                  |

<sup>1</sup> Reworded slightly from original MFR plan to better match existing data sources. The narrative above includes a description of global distress.

<sup>2</sup> Calendar Year ( '16, '17, and '18) actuals are shown.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>88,083</b>      | <b>33,509</b>      | -                             | -                                 | -                             | -                              | 0%                               |
| Federal Grants & Revenues                       | 521,549            | 348,337            | 138,309                       | 49,375                            | -                             | (138,309)                      | -100.0%                          |
| State Grants & Revenues                         | -                  | 310,220            | 313,900                       | 398,911                           | 75,000                        | (238,900)                      | -76.1%                           |
| Local Grants & Revenues                         | 156,259            | 15,743             | 75,000                        | 129,413                           | -                             | (75,000)                       | -100.0%                          |
| Charges for Service                             | 13,321,940         | 15,124,622         | 16,289,930                    | 14,350,851                        | 17,163,220                    | 873,290                        | 5.4%                             |
| Other Revenues                                  | 7,773              | 19,498             | 5,000                         | 9,758                             | 7,140                         | 2,140                          | 42.8%                            |
| <b>Operating Revenue</b>                        | <b>14,007,521</b>  | <b>15,818,420</b>  | <b>16,822,139</b>             | <b>14,938,308</b>                 | <b>17,245,360</b>             | <b>423,221</b>                 | <b>2.5%</b>                      |
| <b>Total Rev - Including Beginning Bal</b>      | <b>14,095,604</b>  | <b>15,851,929</b>  | <b>16,822,139</b>             | <b>14,938,308</b>                 | <b>17,245,360</b>             | <b>423,221</b>                 | <b>2.5%</b>                      |
| Personnel Services                              | 8,744,086          | 9,077,973          | 10,371,073                    | 9,761,385                         | 11,280,311                    | 909,238                        | 8.8%                             |
| Materials & Services                            | 1,217,455          | 1,425,036          | 1,230,719                     | 1,099,314                         | 867,488                       | (363,231)                      | -29.5%                           |
| Indirect Costs (Internal Dept Chgs)             | 136,767            | 136,770            | 163,739                       | 149,931                           | 168,345                       | 4,606                          | 2.8%                             |
| Cost Allocation Charges                         | 884,591            | 1,255,627          | 1,290,734                     | 1,290,840                         | 1,434,221                     | 143,487                        | 11.1%                            |
| Capital Outlay                                  | 12,343             | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Operating Expenditure</b>                    | <b>10,995,242</b>  | <b>11,895,406</b>  | <b>13,056,265</b>             | <b>12,301,470</b>                 | <b>13,750,365</b>             | <b>694,100</b>                 | <b>5.3%</b>                      |
| Special Payments                                | 496,044            | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| <b>Total Exp - Including Special Categories</b> | <b>11,491,286</b>  | <b>11,895,406</b>  | <b>13,056,265</b>             | <b>12,301,470</b>                 | <b>13,750,365</b>             | <b>694,100</b>                 | <b>5.3%</b>                      |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 79.89              | 77.54              | 83.54                         | 83.53                             | 82.79                         | (0.75)                         | -0.9%                            |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 75.89              | 68.26              | -                             | 77.53                             | -                             | -                              | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 4.00               | 9.28               | -                             | 6.00                              | -                             | -                              | -                                |

Significant Issues and Changes

The increase in FY 19-20 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.



## Community Development Division

### Purpose Statement

The purpose of the Community Development Division is to provide supportive and houseless services, affordable housing, housing rehabilitation, and neighborhood revitalization services to low and moderate income individuals and families so they can feel secure in healthy, safe, stable housing and live in neighborhoods where they have improved access to services.

### Performance Narrative

Utilizing funds primarily from the U.S. Department of Housing and Urban Development (HUD), Community Development undertakes a variety of affordable housing, housing rehabilitation, neighborhood improvement, community facility, public works, public services and historic preservation projects. Community Development (CD) has three general functions: Grant Planning and Administration, Housing Development and Rehabilitation, and CD Projects. The Division adopted a total budget of \$6,651,207. The measures below are related to the work the CD performs in the areas of public services, homeless prevention and affordable housing.

The Continuum of Care (CoC) is a group of individuals and organizations which strives to prevent and end homelessness in Clackamas County by strategically planning and implementing housing programs and services for families and individuals that are homeless or at risk of becoming homeless. With funds provided by HUD the CoC supports: four Rapid Rehousing programs that provide short-term housing subsidy and case management for homeless families with children; two transitional housing programs that work with homeless youth; seven Permanent Supportive Housing programs that provide on-going housing subsidy and case management for individuals and families with long homeless histories and disabilities; and three grants for data collection, program planning and operation of the HUD-required Coordinated Housing Access system.

The original housing measure was too restrictive and didn't provide a full picture of affordable housing development in the county. There are generally two types of Affordable Housing Developments: Construction of new units; and Rehabilitation of existing units to ensure their continued affordability. Both activities take a significant amount of time and resources to complete. Additionally, from start to finish either of these development can take 3-4 years to complete. The new measure combines both types of development and reports data for each step: 1) Predevelopment – This includes all the agreements, design and financing documents necessary to close on a development deal. This can take 2-3 years to complete; 2) Construction – depending on the size of the development this can take 12-24 months; and 3) Completion – this occurs after an occupancy permit is issued by the local jurisdiction. Projects included under Projected Performance include: Pre-development – Fuller Station project, 100 new units, Hillside Manor – preservation of 100 units of Public Housing; Under Construction – NHA Campus – 20 new units, Pleasant Ave, 24 new units for Veterans, Rosewood Terrace, 212 new units and Completed – River Glen Apartments, 44 rehabilitated units. The 40 completed units in FY 17-18 were Molalla Gardens, 27 new units and 13 rehabilitated units.

### Key Performance Measures

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target       |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------------|
| RESULT | Percent of houseless individuals served by CoC programs who move to or maintain stable housing. | New                | 89%                | 85%                | NA                                    | 85%                      |
| OUTPUT | Number of new affordable units completed. <sup>1</sup>  | 60                 | 27                 | 50                 | 0 <sup>1</sup>                        | Discontinue <sup>1</sup> |
| OUTPUT | Number of affordable housing units retained or in development (subtotals below). <sup>1</sup>   | 279                | 296                | 300                | 500                                   | 300                      |
|        | # of Affordable units in pre-development.   | 212                | 256                | 100                | 200                                   | 100                      |
|        | # of Affordable units under construction.   | 40                 | 0                  | 100                | 300                                   | 100                      |
|        | # of Affordable units completed and/or rehabilitated.   | 60                 | 40                 | 100                | 0 <sup>1</sup>                        | 100                      |

<sup>1</sup> Community Development is proposing a revision to the affordable units metric. The new measure is able to show more detail on units currently under development; typically a multi-year, multi-phase process. The FY 18-19 actuals are as of 12/31/2018. We anticipate rehabbing 44 units by the end of June.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

Explanation      These measures are funded from the following sources: (1) Houseless Programs - Continuum of Care funding from the U.S. Department of Housing and Urban Development (HUD). These are renewable funds. There is a 25% match requirement. CDD uses Emergency Solutions Grant funds as match; (2) Affordable Housing - Primarily from a combination of HUD HOME and Community Development Block Grant funds, and Low Income Housing Tax Credit (LIHTC) funds. The HOME and CDBG funds are part of an annual allocation the County receives from HUD. The HOME program has a 25% match requirement. The match is provided by the housing developer that has applied to the County for these funds. LIHTC funds are granted by the State for a specific housing development. There is no match requirement.



Community Development Division

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Prior Year Revenue                              | 646,034            | 1,322,420          | 1,171,010                     | 1,171,010                         | 665,039                       | (505,971)                      | -43.2%                              |
| Federal Grants & Revenues                       | 3,304,550          | 2,696,701          | 4,554,126                     | 3,787,686                         | 4,508,538                     | (45,588)                       | -1.0%                               |
| Local Grants & Revenues                         | 127,044            | 206,139            | 700,000                       | 563,974                           | 700,000                       | -                              | 0%                                  |
| Charges for Service                             | 209,552            | 272,095            | 185,000                       | 150,000                           | 110,000                       | (75,000)                       | -40.5%                              |
| Other Revenues                                  | 424,578            | 724,086            | 475,000                       | 1,293,859                         | 619,351                       | 144,351                        | 30.4%                               |
| Interfund Transfers                             | 148,801            | 49,640             | 77,905                        | 77,905                            | 48,279                        | (29,626)                       | -38.0%                              |
| <b>Operating Revenue</b>                        | <b>4,860,559</b>   | <b>5,271,081</b>   | <b>7,163,041</b>              | <b>7,044,434</b>                  | <b>6,651,207</b>              | <b>(511,834)</b>               | <b>-7.1%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>4,860,559</b>   | <b>5,271,081</b>   | <b>7,163,041</b>              | <b>7,044,434</b>                  | <b>6,651,207</b>              | <b>(511,834)</b>               | <b>-7.1%</b>                        |
| Personnel Services                              | 1,077,849          | 1,151,240          | 1,199,138                     | 1,197,781                         | 1,312,694                     | 113,556                        | 9.5%                                |
| Materials & Services                            | 2,710,618          | 2,445,431          | 4,650,355                     | 4,411,505                         | 4,101,034                     | (549,321)                      | -11.8%                              |
| Indirect Costs (Internal Dept Chgs)             | 16,978             | 17,721             | 20,002                        | 20,002                            | 19,721                        | (281)                          | -1.4%                               |
| Cost Allocation Charges                         | 160,714            | 207,146            | 245,107                       | 245,107                           | 234,319                       | (10,788)                       | -4.4%                               |
| Capital Outlay                                  | 18,719             | -                  | 100,000                       | 100,000                           | 100,000                       | -                              | 0%                                  |
| <b>Operating Expenditure</b>                    | <b>3,984,878</b>   | <b>3,821,538</b>   | <b>6,214,602</b>              | <b>5,974,395</b>                  | <b>5,767,768</b>              | <b>(446,834)</b>               | <b>-7.2%</b>                        |
| Debt Service                                    | -                  | 1,031              | -                             | -                                 | -                             | -                              | 0%                                  |
| Special Payments                                | 230,766            | 277,501            | 465,000                       | 405,000                           | 400,000                       | (65,000)                       | -14.0%                              |
| Contingency                                     | -                  | -                  | 483,439                       | -                                 | 483,439                       | -                              | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | <b>4,215,644</b>   | <b>4,100,070</b>   | <b>7,163,041</b>              | <b>6,379,395</b>                  | <b>6,651,207</b>              | <b>(511,834)</b>               | <b>-7.1%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>48,801</b>      | <b>49,640</b>      | <b>77,905</b>                 | <b>77,905</b>                     | <b>48,279</b>                 | <b>(29,626)</b>                | <b>-38.0%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 9.53               | 9.53               | 9.53                          | 9.53                              | 9.53                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 9.53               | 9.53               | -                             | 9.53                              | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |

Significant Issues and Changes

The most significant issue continues to be the national debate and uncertainty surrounding Community Development Block Grant (CDBG) and HOME funding levels. This budget was based on an estimated 5% reduction in our allocation. The current federal administration has approved increases in the CDBG, HOME ESG and Continuum of Care budgets. Since the amounts cannot be confirmed the budget remains unchanged. However, HCD anticipates the following increases: (1) CDBG - 10%; (2) HOME - 40%; (3) ESG - 10%; and (4) Continuum of Care - 10%.



# Public Health Division

## Administration Program

### Purpose Statement

The purpose of the Public Health Administration Program is to provide contract and grant coordination and compliance, budget control and fiscal management, and personnel recruitment, retention, and maintenance services to Public Health management and staff and other key internal and external stakeholders so they can experience continued and predictable funding to carry out Public Health initiatives.

### Performance Narrative

The Administration Program adopted an operating budget of \$808,739, comprised of 4.10 FTE, including the Director and Assistant Director of Public Health. This is a decrease to our current funding level, which is directly related to the decrease in FTE budgeted. When appropriate, the Fiscal, Contract, and Grant FTEs, will now directly charge programs for their services. Revenue is generated through Division Indirect charges to Public Health Programs for all services charged to the Admin Program. In FY 19-20 the Administration Program will continue to look for efficiencies within administrative processes and prioritize the development of our Public Health workforce.

In FY 16-17 our average time to process contracts was 71.3 days, resulting in 62% of direct contracts, intermediate contracts, and purchase orders being processed in less than 45 days. During this period we were processing all contracts for both Public Health and Health Center Divisions. We had two contract specialist in training during this time. In FY 17-18 our average time to process contracts was 42.5 days, resulting in 77% of direct contracts, intermediate contracts, and purchase orders being processed in less than 45 days. We achieved this increase by examining our processes and removing redundancies. For the period of 07/01/2018 – 03/21/2019, our average time to process contracts is 45.6 days, resulting in 80% of direct contracts, intermediate contracts, and purchase orders being processed in less than 45 days. This improvement is a result of continued efforts to improve our processes, which include getting the contract specialist involved early to provide guidance on scope and compliance. We hope to achieve our performance measure goal of processing 85% of contract within 45 days by year end.

Our biggest challenges to meeting this target remains items beyond our control, such as vendor's failure to respond in a timely manner, other government agencies who are the initiating agency, and purchases that leave our area for processing such as sub-recipient agreements that are processed through Finance - Grant Management and intermediate plus or formal procurements that are processed through Finance - Procurement.

Our goal of having completed Individual Development Plans for 100% of all current staff members has been delayed with the overhaul of County- and H3S-wide employee performance reviews and development plans. We hope to have the H3S employee development plan in place and measurable at some point in FY 19-20.

### Key Performance Measures

|        |   | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| RESULT | Percent of contracts (new and renewals) processed within 45 days from Contract Request Form receipt. <sup>1</sup> | 62%             | 77%             | 85%             | 80%                             | 85%             |
| RESULT | Percent of all current staff members will receive an Individual Development Plan                                  | -               | New             | 100%            | On Hold                         | 100%            |

<sup>1</sup> Contract specialists in several H3S divisions are exploring an update to this measure; likely focused on median number of days.

Program includes:

Mandated Services  N

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation

**Shared Services:**

FY19-20 Public Health Admin Org houses shared Fiscal, Billing, and Records administrative staff with the Health Centers. These shared services are reflected in the internal labor and internal fringe lines of the Public Health budget.



Public Health Division

Administration Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| State Grants & Revenues                         | -                  | 13,096             | 32,026                        | -                                 | -                             | (32,026)                       | -100.0%                             |
| Charges for Service                             | 723,410            | 726,837            | 1,007,437                     | 1,021,350                         | 412,902                       | (594,535)                      | -59.0%                              |
| Other Revenues                                  | 2,373              | 293                | -                             | 2,289                             | -                             | -                              | 0%                                  |
| Interfund Transfers                             | 40,010             | 209,169            | 130,353                       | 38,550                            | 395,837                       | 265,484                        | 203.7%                              |
| <b>Operating Revenue</b>                        | <b>765,793</b>     | <b>949,395</b>     | <b>1,169,816</b>              | <b>1,062,189</b>                  | <b>808,739</b>                | <b>(361,077)</b>               | <b>-30.9%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>765,793</b>     | <b>949,395</b>     | <b>1,169,816</b>              | <b>1,062,189</b>                  | <b>808,739</b>                | <b>(361,077)</b>               | <b>-30.9%</b>                       |
| Personnel Services                              | 668,667            | 833,566            | 1,056,054                     | 955,967                           | 728,151                       | (327,903)                      | -31.0%                              |
| Materials & Services                            | 89,636             | 102,911            | 96,173                        | 90,349                            | 70,455                        | (25,718)                       | -26.7%                              |
| Indirect Costs (Internal Dept Chgs)             | 10,472             | 12,724             | 17,589                        | 15,873                            | 10,133                        | (7,456)                        | -42.4%                              |
| <b>Operating Expenditure</b>                    | <b>768,775</b>     | <b>949,201</b>     | <b>1,169,816</b>              | <b>1,062,189</b>                  | <b>808,739</b>                | <b>(361,077)</b>               | <b>-30.9%</b>                       |
| <b>Total Exp - Including Special Categories</b> | <b>768,775</b>     | <b>949,201</b>     | <b>1,169,816</b>              | <b>1,062,189</b>                  | <b>808,739</b>                | <b>(361,077)</b>               | <b>-30.9%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>40,010</b>      | <b>209,169</b>     | <b>181,204</b>                | <b>38,550</b>                     | <b>201,820</b>                | <b>20,616</b>                  | <b>11.4%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 5.74               | 8.00               | 8.00                          | 8.00                              | 4.10                          | (3.90)                         | -48.8%                              |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.74               | 8.00               | -                             | 7.00                              | -                             | -                              |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              |                                     |

**Significant Issues and Changes**

In FY 19-20 we are moving Public Health's Fiscal and Contract administrative personnel costs associated to other grant funded programs out of our Admin Pool (Division Indirect). These direct administrative costs can be identified through labor distribution in WFS.



**Public Health Division**  
**Vital Statistics Program**

**Purpose Statement**

The Vital Statistics Program provides birth and death certificate services to families and funeral homes so they can establish their identification or settle an estate.

**Performance Narrative**

The Vital Statistics Program adopted an operating budget of \$382,950 and is comprised of 2.80 FTE. Revenue is generated through birth and death certificate fees. This is a decrease to our current funding level, which is directly related to the decrease in FTE budgeted specifically to the Vital Statistics Program. The program also includes front office and reception support in the Public Services building for Public Health and Health Center's Admin Program. Some of the FTE assisting this program also support other Public Health programs for which they can direct charge, therefore their portion of FTE is spread across other programs.

In FY 19-20, program staff will focus on building their administrative infrastructure to fully support the Environmental Health Program and the Population Health Strategies Program. They will also continue to look for and implement efficiencies within processing birth and death certificates.

In FY 17-18, 89% of death certificates were processed on the same day received. Those not processed in the 24 hours were usually due to omissions or mistakes by funeral homes and/or delays by the State of Oregon.

**Key Performance Measure**

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT | Percent of death certificates processed same day received (within 24 hours). | New                | 89%                | 95%                | 82%                                   | 95%                |

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:**

Our Vital Statistics Program offers Birth & Death Certificates, which is a mandated services for Local Public Health in Oregon. Public Health receives fee revenue for Vital Stats services.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Prior Year Revenue                              | -                  | -                  | -                             | -                                 | 13,996                        | 13,996                         | 0%                                  |
| Charges for Service                             | 379,193            | 436,989            | 424,029                       | 356,258                           | 368,954                       | (55,075)                       | -13.0%                              |
| <b>Operating Revenue</b>                        | <b>379,193</b>     | <b>436,989</b>     | <b>424,029</b>                | <b>356,258</b>                    | <b>382,950</b>                | <b>(41,079)</b>                | <b>-9.7%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>379,193</b>     | <b>436,989</b>     | <b>424,029</b>                | <b>356,258</b>                    | <b>382,950</b>                | <b>(41,079)</b>                | <b>-9.7%</b>                        |
| Personnel Services                              | 167,490            | 254,241            | 247,012                       | 209,825                           | 278,519                       | 31,507                         | 12.8%                               |
| Materials & Services                            | 155,212            | 85,461             | 63,256                        | 31,276                            | 33,193                        | (30,063)                       | -47.5%                              |
| Indirect Costs (Internal Dept Chgs)             | 22,124             | 40,093             | 65,265                        | 44,444                            | 20,096                        | (45,169)                       | -69.2%                              |
| Cost Allocation Charges                         | 30,326             | 52,539             | 45,495                        | 53,763                            | 47,142                        | 1,647                          | 3.6%                                |
| <b>Operating Expenditure</b>                    | <b>375,152</b>     | <b>432,334</b>     | <b>421,028</b>                | <b>339,308</b>                    | <b>378,950</b>                | <b>(42,078)</b>                | <b>-10.0%</b>                       |
| Special Payments                                | 3,001              | 2,954              | 3,001                         | 2,954                             | 4,000                         | 999                            | 33.3%                               |
| <b>Total Exp - Including Special Categories</b> | <b>378,153</b>     | <b>435,288</b>     | <b>424,029</b>                | <b>342,262</b>                    | <b>382,950</b>                | <b>(41,079)</b>                | <b>-9.7%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 3.00               | 3.05               | 3.05                          | 3.05                              | 2.80                          | (0.25)                         | -8.2%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 3.00               | 2.05               | -                             | 1.95                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | 1.00               | -                             | 1.10                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

Personnel costs increase in FY 19-20 because we will fill our FY 18-19 vacant Administrative Specialist 1 (AS1) FTE. Our Materials & Services costs will decrease because we will no longer have a contracted temporary employee filling our vacant AS1 FTE.





Infectious Disease Control and Prevention Program

**Purpose Statement**

The purpose of the Infectious Disease Control and Prevention Program is to provide, in partnership with the healthcare community, disease monitoring, prevention, investigation, and control services to the residents of Clackamas County so they can be protected from the spread of infectious diseases of public health significance.

**Performance Narrative**

The Infectious Disease Control and Prevention (IDCP) Program adopted an operating budget of \$1,698,344 and is comprised of 9.02 FTE. This is an increase to current funding levels and is due to the addition of a needle exchange program and an increase in Early Intervention and Outreach grant funding.

The program's focus for FY 19-20 will include expanding prevention and outreach efforts to reduce and address sexually transmitted infections within Clackamas County. IDCP also plans to improve standard operating procedures and to build internal capacity to respond to reportable disease in a timely and efficient manner.

**Key Performance Measures**

|        |  | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target  |
|--------|--|-----------------|-----------------|-----------------|---------------------------------|------------------|
| RESULT | Percent of gonorrhea cases treated with appropriate antibiotics (per Centers for Disease Control and Prevention guidelines). <sup>1</sup>  | New             | 77%             | 70%             | 84%                             | 70% <sup>1</sup> |
| RESULT | Percent of syphilis cases containing: a) gender of patient's sex partners, b) HIV status or date of most recent HIV test, and c) pregnancy status for females of childbearing age. | -               | -               | New             | 71%                             | 85%              |

<sup>1</sup> Over the next few months, IDCP staff will review this performance measure and may propose a replacement or addition. Program staff work to connect individuals with medical providers for appropriate care. Those connections or referrals should be tracked. Public Health staff do not treat clients with antibiotics themselves (as might be inferred from the current measure) nor have the resources to provide full case management.

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 **Mandates Services:**

- Infectious/Communicable Disease Investigation, Prevention, & Control
- Tuberculosis Case Management

**Grant Funding:**

Federal Funding:  
 \$80,564 PE07 HIV Prevention Services

State Funding:  
 \$486,823 – PE01 State Support for Public Health CD/IDCP Services  
 \$49,991 – PE07 HIV Prevention Services

Other Funding:  
 \$9,000 – PE03 TB Case Management (State Reimbursement Model)

Local Gov't Other Agencies:  
 \$659,599 – Early Intervention and Outreach HIV funding coming through Multnomah County from the State



Public Health Infectious Disease Prevention and Control Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Prior Year Revenue                              | 28,085             | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Licenses & Permits                              | 1,020,013          | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| Federal Grants & Revenues                       | 678,451            | 52,986             | 77,080                        | 79,654                            | 80,564                        | 3,484                       | 4.5%                             |
| State Grants & Revenues                         | 625,276            | 480,637            | 542,164                       | 533,174                           | 536,814                       | (5,350)                     | -1.0%                            |
| Local Grants & Revenues                         | 12,000             | 133,941            | 433,905                       | 433,905                           | 668,599                       | 234,694                     | 54.1%                            |
| Charges for Service                             | 1,130,457          | 4,784              | -                             | -                                 | 32,000                        | 32,000                      | 0%                               |
| Other Revenues                                  | 24,327             | 13,766             | 123,633                       | 33,480                            | 56,500                        | (67,133)                    | -54.3%                           |
| Interfund Transfers                             | 784,917            | 334,207            | 75,247                        | 172,795                           | 323,867                       | 248,620                     | 330.4%                           |
| <b>Operating Revenue</b>                        | <b>4,303,526</b>   | <b>1,020,321</b>   | <b>1,252,029</b>              | <b>1,253,008</b>                  | <b>1,698,344</b>              | <b>446,315</b>              | <b>35.6%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | <b>4,303,526</b>   | <b>1,020,321</b>   | <b>1,252,029</b>              | <b>1,253,008</b>                  | <b>1,698,344</b>              | <b>446,315</b>              | <b>35.6%</b>                     |
| Personnel Services                              | 2,552,123          | 631,285            | 710,622                       | 721,316                           | 1,137,715                     | 427,093                     | 60.1%                            |
| Materials & Services                            | 907,438            | 212,634            | 159,627                       | 180,029                           | 251,332                       | 91,705                      | 57.4%                            |
| Indirect Costs (Internal Dept Chgs)             | 332,913            | 100,137            | 171,796                       | 154,112                           | 68,436                        | (103,360)                   | -60.2%                           |
| Cost Allocation Charges                         | 339,231            | 86,287             | 116,891                       | 98,550                            | 151,861                       | 34,970                      | 29.9%                            |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                               |
| <b>Operating Expenditure</b>                    | <b>4,131,705</b>   | <b>1,030,343</b>   | <b>1,158,936</b>              | <b>1,154,007</b>                  | <b>1,609,344</b>              | <b>450,408</b>              | <b>38.9%</b>                     |
| Special Payments                                | 152,340            | 93,410             | 93,093                        | 99,001                            | 89,000                        | (4,093)                     | -4.4%                            |
| <b>Total Exp - Including Special Categories</b> | <b>4,284,045</b>   | <b>1,123,753</b>   | <b>1,252,029</b>              | <b>1,253,008</b>                  | <b>1,698,344</b>              | <b>446,315</b>              | <b>35.6%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>738,829</b>     | <b>334,207</b>     | <b>72,911</b>                 | <b>172,795</b>                    | <b>323,867</b>                | <b>250,956</b>              | <b>344.2%</b>                    |
| Full Time Equiv Pos (FTE) Budgeted              | 5.26               | 7.75               | 7.75                          | 7.75                              | 9.02                          | 1.27                        | 16.4%                            |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.26               | 7.75               | -                             | 6.75                              | -                             | -                           | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                           | -                                |

**Significant Issues and Changes**

In FY 19-20, we will fill one Disease Intervention Specialist FTE vacancy, .50 paid for by the Early Intervention & Outreach (EIO) grant and .50 paid by PE01 State Support grant funding.

In FY 19-20, we are redistributing .50 Public Health Data Analyst FTE to Early Intervention & Outreach program - funded by the EIO grant.



**Public Health Division**  
**Access to Care Program**

**Purpose Statement**

The purpose of the Access to Care Program is to provide coordinated opportunities for care, referrals, education, and support services to eligible residents so they can get the care they need to improve their health.

**Performance Narrative**

The Access to Care Program adopted an operating budget of \$2,826,118 and is comprised of 14.78 FTE. This is a decrease from our current funding level and is due to funding cuts from decreasing caseload in the Women, Infants, and Children (WIC) program. The Access to Care Program also include: Maternal Child & Adolescent Service, Reproductive Health, School Based Health Centers, Immunization, Dental Services Coordination, and WIC Peer Counseling.

In FY 19-20 the Access to Care Program will continue to work towards the following goals:

1. Increasing the percentage of WIC-eligible pregnant women enrolled in WIC during their first trimester.
2. Ensuring the provision of immunizations, especially during peak time periods such as School Exclusion, and addressing barriers to immunizations such as vaccine hesitancy.
3. Identifying service gaps for the MCAH population and coordinating screening and referral processes to address gaps.

This programs key performance measure is to increase the percentage of WIC-eligible pregnant women enrolled in the WIC Program during the first trimester of pregnancy. Since 2015, the percent of WIC-eligible pregnant women enrolled in the WIC program during the first trimester as ranged from 33% to 44%. From January 2016 to early 2018, we steadily increased first trimester enrollment. Enrollment dipped during the first six months of FY 18-19.

**Key Performance Measure**

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT | Percentage of WIC-eligible pregnant women enrolled in the WIC Program during the first trimester of pregnancy. <sup>1</sup> | 38%                | 39.5%              | 40%                | 33%                                   | 40%                |

<sup>1</sup> This measure is tracked by Oregon Health Authority. Our version has been slightly modified from the original MFR plan.

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
- Mandates Services:**
1. Immunization Services
  2. Maternal and Child Health Services
  3. Reproductive Health
  4. Women Infant and Children Services

**Grant Funding:**

Federal Funding:

- \$62,000 CaCoon through Oregon Health Science University
- \$142,559 PE42 Maternity Child Health (MCH)
- \$34,947 – PE41 Reproductive Health
- \$22,990 – PE 43 Immunization Services
- \$869,788 – PE40 Women, Infants, and Children (WIC)

State Funding:

- \$58,264 - PE42 Maternity Child Health (MCH)
- \$620,838 – School Based Health Centers (SBHC) Operation & Mental Health Funding
- \$68,971 – PE 43 Immunization Services



Public Health Division

Access to Care Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Prior Year Revenue                              | -                  | -                  | -                             | -                                 | 7,042                         | 7,042                          | 0%                                  |
| Federal Grants & Revenues                       | 949,164            | 1,140,148          | 1,131,962                     | 1,132,284                         | 1,132,284                     | 322                            | 0.0%                                |
| State Grants & Revenues                         | -                  | 550,451            | 659,678                       | 765,735                           | 751,843                       | 92,165                         | 14.0%                               |
| Local Grants & Revenues                         | -                  | -                  | -                             | -                                 | 67,500                        | 67,500                         | 0%                                  |
| Charges for Service                             | -                  | 205,520            | 160,219                       | 125,141                           | 162,528                       | 2,309                          | 1.4%                                |
| Other Revenues                                  | 898                | 30                 | -                             | -                                 | -                             | -                              | 0%                                  |
| Interfund Transfers                             | 553,367            | 977,842            | 903,065                       | 806,010                           | 704,921                       | (198,144)                      | -21.9%                              |
| <b>Operating Revenue</b>                        | <b>1,503,429</b>   | <b>2,873,991</b>   | <b>2,854,924</b>              | <b>2,829,170</b>                  | <b>2,826,118</b>              | <b>(28,806)</b>                | <b>-1.0%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,503,429</b>   | <b>2,873,991</b>   | <b>2,854,924</b>              | <b>2,829,170</b>                  | <b>2,826,118</b>              | <b>(28,806)</b>                | <b>-1.0%</b>                        |
| Personnel Services                              | 1,073,800          | 1,790,563          | 1,516,235                     | 1,436,923                         | 1,706,208                     | 189,973                        | 12.5%                               |
| Materials & Services                            | 95,252             | 710,193            | 766,185                       | 818,854                           | 750,014                       | (16,171)                       | -2.1%                               |
| Indirect Costs (Internal Dept Chgs)             | 140,151            | 283,597            | 337,071                       | 305,389                           | 109,713                       | (227,358)                      | -67.5%                              |
| Cost Allocation Charges                         | 194,226            | 288,335            | 235,433                       | 260,962                           | 260,183                       | 24,750                         | 10.5%                               |
| <b>Operating Expenditure</b>                    | <b>1,503,429</b>   | <b>3,072,688</b>   | <b>2,854,924</b>              | <b>2,822,128</b>                  | <b>2,826,118</b>              | <b>(28,806)</b>                | <b>-1.0%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>1,503,429</b>   | <b>3,072,688</b>   | <b>2,854,924</b>              | <b>2,822,128</b>                  | <b>2,826,118</b>              | <b>(28,806)</b>                | <b>-1.0%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>553,367</b>     | <b>977,842</b>     | <b>903,065</b>                | <b>806,010</b>                    | <b>704,921</b>                | <b>(198,144)</b>               | <b>-21.9%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 16.14              | 15.65              | 15.65                         | 15.93                             | 14.78                         | (0.87)                         | -5.6%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 16.14              | 15.65              | -                             | 14.93                             | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

Because of WIC funding cuts; two positons have been eliminated in our FY 19-20 budget compared to FY 18-19.



**Purpose Statement**

The purpose of the Center for Public Health Advancement Program is to provide health data information, policy development and recommendations, research, emergency preparedness, and public health communications and messaging services to county and community partners so they can access the tools they need to improve the identified health priorities within the 10 health equity zones

**Performance Narrative**

The Center for Public Health Advancement Program (CPHA) adopted an operating budget of \$2,352,454 and is comprised of 5.80 FTE. This is a decrease from the current funding level, which is directly related to the decrease in FTE budget specifically to the CPHA program. Revenue in this program is comprised of federal, state, and local funding, along with system enhancement/cost saving fees.

In FY 19-20 The Center for Public Health Advancement will continue to focus on increasing the ambulance services provider's percentage of response time in compliance based on priority 1-3 calls; continue its efforts in modernizing the informatics and research capabilities of the Public Health Division by making the data systems better connected, building upon our community data empowerment through BlueprintClackamas.com and community grants; and coordinating with the Tri-County County Health Group and other partners to promote wider data sharing.

A key performance measure for this unit is a 90% response time compliance achieved every month, measured separately for Priority 1, Priority 2 and Priority 3 calls for ambulance service providers. In FY 16-17 all agencies met greater than 90% compliance for all priority areas each month.

Every month within FY 17-18 had above 90% response time compliance for urban, suburban, and rural areas. Priority 1 areas had typical response time compliance rates below 95% whereas Priority 1 and 2 areas had compliance rates above 95%. In the calendar year 2018, within Urban areas only February was slightly under the 90% response time compliance at 89.69%. Within suburban areas January and August were slightly below 90% response time compliance at 89.17% and 89.8% respectively.

**Key Performance Measure**

|        |   | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|---|-----------------|-----------------|-----------------|---------------------------------|-----------------|
| RESULT | Percent response time compliance achieved every month, measured separately for Priority 1, Priority 2 and Priority 3 calls for ambulance service providers <sup>1</sup> | 94%             | 92%             | 90%             | 90%                             | 90%             |

<sup>1</sup> This measure is mandated by Oregon Health Authority

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

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

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

|             |  |
|-------------|--|
| Explanation | <p><b>Mandates for Local Public Health in Oregon:</b></p> <p>1. Emergency Preparedness</p> <p><b>Grant Funding:</b></p> <p><u>Federal Funding:</u></p> <p>\$1609,977 - PE12 Public Health Emergency Preparedness</p> <p>\$29,111 – City Readiness Initiative funding from Washington County</p> <p><u>Local Gov't Other Agencies:</u></p> <p>\$12,659 – City of Lake Oswego for Medical Direction</p> <p>\$89,732 – Public Health Modernization base funding to continue work from initial biannual award coming through Washington County</p> |
|-------------|--|



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>683,757</b>     | <b>466,322</b>     | <b>67,834</b>                 | <b>67,834</b>                     | <b>626,834</b>                | <b>559,000</b>                 | <b>824.1%</b>                    |
| Prior Year Revenue                              | -                  | -                  | 438,980                       | 468,208                           | 18,826                        | (420,154)                      | -95.7%                           |
| Federal Grants & Revenues                       | 211,934            | 151,871            | 223,763                       | 223,763                           | 193,196                       | (30,567)                       | -13.7%                           |
| Local Grants & Revenues                         | 14,000             | 137,332            | 72,156                        | 70,984                            | 102,392                       | 30,236                         | 41.9%                            |
| Charges for Service                             | 769,374            | 719,405            | 839,877                       | 670,458                           | 911,831                       | 71,954                         | 8.6%                             |
| Other Revenues                                  | 1,727              | 16,042             | -                             | 7,000                             | -                             | -                              | 0%                               |
| Interfund Transfers                             | 440,583            | 315,446            | 776,927                       | 955,678                           | 499,375                       | (277,552)                      | -35.7%                           |
| <b>Operating Revenue</b>                        | <b>1,437,618</b>   | <b>1,340,096</b>   | <b>2,351,703</b>              | <b>2,396,091</b>                  | <b>1,725,620</b>              | <b>(626,083)</b>               | <b>-26.6%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,121,375</b>   | <b>1,806,418</b>   | <b>2,419,537</b>              | <b>2,463,925</b>                  | <b>2,352,454</b>              | <b>(67,083)</b>                | <b>-2.8%</b>                     |
| Personnel Services                              | 600,439            | 535,500            | 666,594                       | 658,511                           | 787,849                       | 121,255                        | 18.2%                            |
| Materials & Services                            | 700,407            | 421,078            | 1,069,511                     | 565,436                           | 526,082                       | (543,429)                      | -50.8%                           |
| Indirect Costs (Internal Dept Chgs)             | 79,312             | 84,830             | 143,552                       | 140,184                           | 43,174                        | (100,378)                      | -69.9%                           |
| Cost Allocation Charges                         | 75,107             | 84,851             | 121,882                       | 123,185                           | 97,647                        | (24,235)                       | -19.9%                           |
| <b>Operating Expenditure</b>                    | <b>1,455,265</b>   | <b>1,126,259</b>   | <b>2,001,539</b>              | <b>1,487,316</b>                  | <b>1,454,752</b>              | <b>(546,787)</b>               | <b>-27.3%</b>                    |
| Debt Service                                    | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                               |
| Special Payments                                | 269,244            | 218,244            | 402,799                       | 330,949                           | 359,186                       | (43,613)                       | -10.8%                           |
| Contingency                                     | -                  | -                  | 15,199                        | -                                 | 538,516                       | 523,317                        | 3443.1%                          |
| <b>Total Exp - Including Special Categories</b> | <b>1,724,509</b>   | <b>1,344,503</b>   | <b>2,419,537</b>              | <b>1,818,265</b>                  | <b>2,352,454</b>              | <b>(67,083)</b>                | <b>-2.8%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>315,446</b>     | <b>728,412</b>                | <b>955,678</b>                    | <b>499,375</b>                | <b>(229,037)</b>               | <b>-31.4%</b>                    |
| Full Time Equiv Pos (FTE) Budgeted              | 5.64               | 6.58               | 6.58                          | 5.80                              | 5.80                          | (0.78)                         | -11.9%                           |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 4.58               | 6.58               | -                             | 4.32                              | -                             | -                              | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.06               | -                  | -                             | 1.48                              | -                             | -                              | -                                |

**Significant Issues and Changes**

FY 18-19 AMR System Enhancement Program budget contained the purchase of the First Watch Database for \$500,000 under Contracted Services. The Emergency Medical Council decided not to purchase the First Watch Database, so the dedicated \$500,000 is rolling into FY 19-20 Fund Balance with a Contingency line offsetting/balancing the program.

FY 18-19 Program Planner FTEs residing in The Center's Special Projects program that are doing communication activities for other Public Health programs, are being redistributed to other programs accordingly in FY 19-20.



**Public Health Division**  
**Population Health Strategies**

**Purpose Statement**

The purpose of the Population Health Strategies Program is to provide collaborative policy and systems assessment, development, and implementation services to family and community leaders so they can take action to support healthy, clean, and safe places to live, work, and play.

**Performance Narrative**

The Population Health Strategies (PHS) Program adopted an operating budget of \$1,144,950 and is comprised of 7.45 FTE. This is an increase to our current funding level. Revenue is comprised of federal, state, and internal county service fees. The program focuses on policy, systems, and environmental change. This includes Tobacco Prevention, Tobacco Retail Licensing, Health Impact Assessment, and Opioid Misuse and Prevention programming.

The work of PHS in the upcoming fiscal year continues to focus on innovative, modernized public health programming and partnerships and is advancing new work in non regulatory environmental health, health impact assessment, the built environment. PHS is leading work that focuses on the intersection between sustainability, transportation, land use, housing, clinical services, behavioral health, and public health through projects including newly funded climate change work, health impact assessment, and a shared position between Department of Transportation and Public Health. The work continues to focus on prevention and health promotion in tobacco, opiates, and other substances where PHS staff lead efforts across H3S divisions and departments to facilitate multi-sectoral projects.

A key performance measure for Population Health Strategies is an annual decrease in opioid prescription fills per capita. Clackamas County Opioid prescriptions per capita decreased from 213 fills per 1,000 residents beginning 12/31/16. The 2016 4th quarter prescription rate for the state was 201 fills per 1,000 residents; and the 2017 4th quarter prescription rate for Clackamas County was 197 fills per 1,000 residents while the state average is 182 fills per 1,000 residents (a 7.5% decrease). In FY 17-18, and so far in FY 18-19, the prescription fills have steadily decreased.

**Key Performance Measures**

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target       |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|--------------------------|
| RESULT | Number of tobacco-free property policies passed in Clackamas County by 2022 (an increase in two policies per year) <sup>1</sup> | -                  | New                | 2                  | NA                                    | Discontinue <sup>1</sup> |
| RESULT | Smoking rates (past 30 days) among 8th grade youth <sup>1</sup>   | 13.1%              | -                  | New                | 10.0%                                 | 9%                       |
| RESULT | Smoking rates (past 30 days) among 11th grade youth <sup>1</sup>  | 27.9%              | -                  | New                | 25.0%                                 | 22.5%                    |
| RESULT | Opioid prescriptions per 1,000 residents  | 207.1              | 183.4              | 182                | 182.1                                 | 178.5                    |

<sup>1</sup> Especially with the passage of Tobacco 21, priorities in PHS programing efforts have shifted from tobacco-free properties toward decreasing youth smoking rates (which are measured every other 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

**Mandates for Local Public Health in Oregon:**  
1. Tobacco use prevention and education

**Shared Services:**  
Program Planner FTE with DTD for Health Impact Assessment work

**Grant Funding:**  
Federal Funding:  
\$67,836 – PE27 Oregon Prescription Drug Overdose Prevention

State Funding:  
\$215,224 – PE13 Tobacco Prevention & Education  
\$83,986 - SPARC Grant roll-over



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>83,954</b>      | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                           |
| Federal Grants & Revenues                       | 255,888            | 108,972            | 122,507                       | 90,206                            | 139,651                       | 17,144                         | 14.0%                               |
| State Grants & Revenues                         | 852,564            | 189,827            | 517,840                       | 526,798                           | 153,289                       | (364,551)                      | -70.4%                              |
| Local Grants & Revenues                         | 89,616             | 106,082            | 7,947                         | 3,795                             | -                             | (7,947)                        | -100.0%                             |
| Charges for Service                             | 132,147            | 9,839              | 240,621                       | 274,592                           | 67,245                        | (173,376)                      | -72.1%                              |
| Other Revenues                                  | 978                | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Interfund Transfers                             | 633,639            | 206,347            | 256,104                       | 125,737                           | 784,765                       | 528,661                        | 206.4%                              |
| <b>Operating Revenue</b>                        | <b>1,964,832</b>   | <b>621,067</b>     | <b>1,145,019</b>              | <b>1,021,128</b>                  | <b>1,144,950</b>              | <b>(69)</b>                    | <b>0.0%</b>                         |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,048,786</b>   | <b>621,067</b>     | <b>1,145,019</b>              | <b>1,021,128</b>                  | <b>1,144,950</b>              | <b>(69)</b>                    | <b>0.0%</b>                         |
| Personnel Services                              | 840,112            | 460,274            | 766,879                       | 618,220                           | 902,258                       | 135,379                        | 17.7%                               |
| Materials & Services                            | 811,720            | 78,003             | 177,561                       | 185,154                           | 62,861                        | (114,700)                      | -64.6%                              |
| Indirect Costs (Internal Dept Chgs)             | 110,028            | 72,293             | 118,759                       | 113,260                           | 54,402                        | (64,357)                       | -54.2%                              |
| Cost Allocation Charges                         | 108,191            | 64,193             | 81,820                        | 89,544                            | 125,429                       | 43,609                         | 53.3%                               |
| <b>Operating Expenditure</b>                    | <b>1,870,051</b>   | <b>674,763</b>     | <b>1,145,019</b>              | <b>1,006,178</b>                  | <b>1,144,950</b>              | <b>(69)</b>                    | <b>0.0%</b>                         |
| Special Payments                                | 192,729            | 24,000             | -                             | 14,950                            | -                             | -                              | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | <b>2,062,780</b>   | <b>698,763</b>     | <b>1,145,019</b>              | <b>1,021,128</b>                  | <b>1,144,950</b>              | <b>(69)</b>                    | <b>0.0%</b>                         |
| <b>General Fund Support (if applicable)</b>     | <b>633,639</b>     | <b>206,347</b>     | <b>256,104</b>                | <b>125,737</b>                    | <b>784,765</b>                | <b>528,661</b>                 | <b>206.4%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 5.42               | 5.42               | 5.42                          | 5.42                              | 7.45                          | 2.03                           | 37.5%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.42               | 5.42               | -                             | 4.00                              | -                             | -                              |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.42                              | -                             | -                              |                                     |

**Significant Issues and Changes**

FY 19-20 FTE has increased due to filling our (shared with DTD) Program Planner FTE vacancy and filling the Administrative Specialist 1 FTE vacancy that has been dedicated to the Population Health Strategies team.





**Public Health Division**  
**Environmental Health Program**

**Purpose Statement**

The Environmental Health Program provides environmental health inspections, licenses, and education services to restaurants, childcare providers, lodging, pools, and small drinking water systems so they can continue to operate in a healthy and safe manner for the public.

**Performance Narrative**

The Environmental Health Program (EH) adopted an operating budget of \$1,637,382 and is comprised of 10.10 FTE. This is an increase to our current funding level and is due to an increase in EH licensing fee increase to cover costs for services. Revenue is mainly comprised of inspection/licensing fees and some federal and state funding for the State Drinking Water Program.

As a result of FY 18-19 performance measure outcome, FY 19-20 will include an EH licensing fee increase to cover costs of services provided by health inspectors and to offset the costs of bringing in additional temporary staff to meet the FY 19-20 measure expectations and state standards. The EH program conducted a total of 2,332 restaurant inspections in 2017 meeting their goal of 90%. Additionally, EH was part of issuing 9,100 food handler cards in 2017. In 2018, a total of 2,156 restaurant inspections were conducted and 194 total systems were regulated by the county, of which we project an 88% completion rate, less than the desired rate of 90%.

**Key Performance Measure**

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|--------------------|
| RESULT | Percent of routine licensed facility inspections completed within the year. <sup>1</sup> | 95%                | 90%                | 90%                | 88%                                   | 90%                |

<sup>1</sup> This measure has been slightly modified from the original MFR plan.

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:**  
Environmental Health Services

**Grant Funding:**

Federal Funding:  
\$3,000 - Association of Food and Drug Officials (AFDO) Training Grant  
\$40,093 – PE50 Safe Drinking Water Program

State Funding:  
\$100,283 – PE50 Safe Drinking Water Program



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Licenses & Permits                              | 1,020,013          | 1,091,717          | 1,109,928                     | 1,077,730                         | 1,382,742                     | 272,814                        | 24.6%                               |
| Federal Grants & Revenues                       | 118,770            | 90,762             | 100,283                       | 103,283                           | 103,283                       | 3,000                          | 3.0%                                |
| State Grants & Revenues                         | 31,458             | 47,192             | 47,192                        | 47,192                            | 47,192                        | -                              | 0%                                  |
| Charges for Service                             | 75,082             | 30,083             | 47,963                        | 47,910                            | 104,165                       | 56,202                         | 117.2%                              |
| Other Revenues                                  | 17,864             | 2,011              | -                             | 35                                | -                             | -                              | 0%                                  |
| Interfund Transfers                             | -                  | 62,153             | -                             | 42,926                            | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>1,263,187</b>   | <b>1,323,918</b>   | <b>1,305,366</b>              | <b>1,319,076</b>                  | <b>1,637,382</b>              | <b>332,016</b>                 | <b>25.4%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,263,187</b>   | <b>1,323,918</b>   | <b>1,305,366</b>              | <b>1,319,076</b>                  | <b>1,637,382</b>              | <b>332,016</b>                 | <b>25.4%</b>                        |
| Personnel Services                              | 770,290            | 848,661            | 851,883                       | 895,833                           | 1,128,324                     | 276,441                        | 32.5%                               |
| Materials & Services                            | 208,308            | 139,784            | 74,405                        | 110,529                           | 100,301                       | 25,896                         | 34.8%                               |
| Indirect Costs (Internal Dept Chgs)             | 101,748            | 134,186            | 205,857                       | 191,742                           | 207,380                       | 1,523                          | 0.7%                                |
| Cost Allocation Charges                         | 124,752            | 152,783            | 123,220                       | 98,737                            | 151,906                       | 28,686                         | 23.3%                               |
| <b>Operating Expenditure</b>                    | <b>1,205,098</b>   | <b>1,275,414</b>   | <b>1,255,365</b>              | <b>1,296,841</b>                  | <b>1,587,911</b>              | <b>332,546</b>                 | <b>26.5%</b>                        |
| Special Payments                                | 58,184             | 64,653             | 50,000                        | 22,235                            | 49,471                        | (529)                          | -1.1%                               |
| <b>Total Exp - Including Special Categories</b> | <b>1,263,282</b>   | <b>1,340,067</b>   | <b>1,305,365</b>              | <b>1,319,076</b>                  | <b>1,637,382</b>              | <b>332,017</b>                 | <b>25.4%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>62,153</b>      | <b>-</b>                      | <b>42,926</b>                     | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 9.60               | 9.60               | 9.60                          | 10.10                             | 10.10                         | 0.50                           | 5.2%                                |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 8.10               | 9.60               | -                             | 9.10                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | 1.50               | -                  | -                             | 1.00                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

In FY 19-20 we are projecting a licensing fee increase to cover the full costs of services provided by the Environmental Health program; this increase is reflected in the fee revenue above.

In FY 19-20 we will be filing our vacant Environmental Health Specialist 1 FTE.



# Social Services Division

## 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 and other key internal and external stakeholders so they can provide high quality services to the County's vulnerable residents.

### Performance Narrative

The Administration Program is responsible for managing a \$34 million dollar budget comprised of 80 different funding sources. The program oversees over 100 contracts, processes over 6,000 invoices and payments, and assists thousands of clients in the reception area each year. The Administrative Services program provides the essential infrastructure required for the programs and for our community partners to be able to provide direct client services. Many Social Services programs are subject to regular program audits. These audits often include an element of fiscal review, including checks and balances. Program audits with no fiscal findings show that we are successfully administering public funds in a responsible and transparent way. During FY 17-18 the division had no fiscal findings.

### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target       | FY 18-19<br>Actual as of<br>(12/31/18) <sup>1</sup> | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------------|---|--------------------|
| RESULT | Percentage of vouchers/invoices processed within 30 days.                                    | New                | 100%               | 100%                     | -   | 100%               |
| RESULT | Percentage of audits that result in zero fiscal findings.                                    | New                | 100%               | 100%                     | -   | 100%               |
| OUTPUT | Number of contracts processed.   | New                | 102                | -                        | -   | -                  |
| OUTPUT | Number of walk-ins and appointments seen at reception.                                       | New                | 11,098             | -                        | -   | -                  |
| OUTPUT | Number of rides provided by Mt. Hood Express.  | 66,167             | 67,074             | 69,000                   | 34,677  | 72,029             |
| RESULT | Percentage of contracts (new and renewals) processed within 45 days of request. <sup>2</sup> | -                  | New                | Discontinue <sup>2</sup> |   |                    |

<sup>1</sup> Many measures are only reported once per fiscal year without mid-year actuals or projections available.

<sup>2</sup> After a review of the relevancy of Administrative Services measures as they relate to Social Services, this measure was slated to be removed. Social Services may adopt a median days version along with contract specialists from other H3S divisions.

Program includes:

Mandated Services  No

Shared Services  Yes

Grant Funding  Yes

Explain all "Yes" boxes below

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

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

Explanation Most of the funding for Social Services Administration is derived from Indirect Rates charged to all of the grants that fund the programs operated by Social Services. This includes funds from the Developmentally Disabled Program, which is a shared service. The Mt. Hood Express funds are also included in this program area. Social Services has received funds to support the Mt. Hood Express for ten years. The required match for these funds is \$85,133, which is met with County General Fund and private donations.



Social Services Division

Administration Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>855,186</b>     | <b>1,023,953</b>   | <b>1,064,524</b>              | <b>1,064,524</b>                  | <b>1,209,302</b>              | <b>144,778</b>                 | <b>13.6%</b><br><b>0%</b>        |
| Federal Grants & Revenues                       | 310,511            | 301,249            | 940,481                       | 389,539                           | 1,097,971                     | <b>157,490</b>                 | <b>16.7%</b>                     |
| State Grants & Revenues                         | 8,225              | 13,227             | 54,540                        | 14,540                            | 1,406,615                     | <b>1,352,075</b>               | <b>2479.1%</b>                   |
| Local Grants & Revenues                         | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                        |
| Charges for Service                             | 1,592,686          | 1,679,082          | 1,999,764                     | 1,999,764                         | 2,073,340                     | <b>73,576</b>                  | <b>3.7%</b>                      |
| Fines & Penalties                               | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                        |
| Other Revenues                                  | 90,901             | 197,946            | 333,350                       | 264,692                           | 179,999                       | <b>(153,351)</b>               | <b>-46.0%</b>                    |
| Interfund Transfers                             | 365,845            | 576,469            | 377,285                       | 477,285                           | 409,024                       | <b>31,739</b>                  | <b>8.4%</b>                      |
| <b>Operating Revenue</b>                        | <b>2,368,168</b>   | <b>2,767,973</b>   | <b>3,705,420</b>              | <b>3,145,820</b>                  | <b>5,166,949</b>              | <b>1,461,529</b>               | <b>39.4%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | <b>3,223,354</b>   | <b>3,791,926</b>   | <b>4,769,944</b>              | <b>4,210,344</b>                  | <b>6,376,251</b>              | <b>1,606,307</b>               | <b>33.7%</b>                     |
| Personnel Services                              | 1,325,321          | 1,427,114          | 1,540,040                     | 1,500,048                         | 1,767,115                     | <b>227,075</b>                 | <b>14.7%</b>                     |
| Materials & Services                            | 791,996            | 1,011,625          | 1,414,363                     | 1,229,279                         | 2,251,152                     | <b>836,789</b>                 | <b>59.2%</b>                     |
| Indirect Costs (Internal Dept Chgs)             | 71,209             | 83,694             | 115,175                       | 115,175                           | 132,318                       | <b>17,143</b>                  | <b>14.9%</b>                     |
| Cost Allocation Charges                         | 224,879            | 231,215            | 214,359                       | 214,359                           | 221,523                       | <b>7,164</b>                   | <b>3.3%</b>                      |
| Capital Outlay                                  | 5,411              | -                  | 624,000                       | 10,000                            | 1,132,700                     | <b>508,700</b>                 | <b>81.5%</b>                     |
| <b>Operating Expenditure</b>                    | <b>2,418,816</b>   | <b>2,753,648</b>   | <b>3,907,937</b>              | <b>3,068,861</b>                  | <b>5,504,808</b>              | <b>1,596,871</b>               | <b>40.9%</b>                     |
| Debt Service                                    | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                        |
| Special Payments                                | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                        |
| Interfund Transfers                             | -                  | -                  | -                             | -                                 | 11,103                        | <b>11,103</b>                  | <b>0%</b>                        |
| Reserve for Future Expenditures                 | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                        |
| Contingency                                     | -                  | -                  | 862,007                       | -                                 | 860,340                       | <b>(1,667)</b>                 | <b>-0.2%</b>                     |
| <b>Total Exp - Including Special Categories</b> | <b>2,418,816</b>   | <b>2,753,648</b>   | <b>4,769,944</b>              | <b>3,068,861</b>                  | <b>6,376,251</b>              | <b>1,606,307</b>               | <b>33.7%</b>                     |
| <b>General Fund Support (if applicable)</b>     | <b>365,845</b>     | <b>576,469</b>     | <b>477,285</b>                | <b>477,285</b>                    | <b>409,024</b>                | <b>(68,261)</b>                | <b>-14.3%</b>                    |
| Full Time Equiv Pos (FTE) Budgeted              | 14.00              | 13.00              | 15.00                         | 15.00                             | 15.00                         | -                              | <b>0%</b>                        |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 14.00              | 13.00              | -                             | 15.00                             | -                             | -                              |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                  |

**Significant Issues and Changes**

Additional funding and more contracts with community partners continue to strain the capacity of the Administration Program. Social Services added one FTE to the the program in FY 18-19, which is helping to manage the increased workload. In FY 18-19 one additional position was added to support the operations of the new transit and transit planning programs funded by HB2017.



# Social Services Division

## Developmental Disabilities Program

### Purpose Statement

The purpose of the Community Developmental Disabilities Program is to provide coordination of chosen home and community-based social services to individuals with intellectual and/or developmental disabilities so they can have control and choice over their own life and achieve their desired goals.

### Performance Narrative

In FY 17-18, the Developmental Disabilities program achieved two significant goals. It fully met its requirements for the number of qualifying encounters conducted, which ensured full allocation of its funding from the state, and it reduced average case loads in both its adult and children teams to more effective levels.

The program continued to experience an upward trend in requests for eligibility determinations, the first step in accessing program services, indicating a growing need for its services in the county.

In FY 18-19, the program has implemented a new customer satisfaction survey distribution and collection process that is increasing its ability to assess program participant satisfaction. In the first two quarters of this year, 90% of survey respondents have reported that they feel they have control and choice over their lives.

### Key Performance Measures

|            |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actual as of<br>(12/31/18) | FY 19-20<br>Target |
|------------|--|--------------------|--------------------|--------------------|--|--------------------|
| RESULT     | Percentage of program participants who say they achieve their goals.                 | -                  | New                | 70%                | 75%                                    | 70%                |
| OUTPUT     | Number of individuals served   | New                | 1,879              | -                  | 1,921                                  | -                  |
| RESULT     | Percentage of abuse allegations that are reported within 24 hours of first knowledge | New                | 93%                | 100%               | -                                      | 100%               |
| EFFICIENCY | Percentage of state-contracted qualifying encounters conducted                       | New                | 102%               | 100%               | 114%                                   | 100%               |

Program includes:

Mandated Services  No

Shared Services  Yes

Grant Funding  No

Explain all "Yes" boxes below

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

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

Explanation            Clackamas County operates the program for people with Developmental and Intellectual Disabilities in partnership with the State of Oregon.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>831,499</b>     | <b>1,073,399</b>   |                               |                                   | <b>3,000,000</b>              | <b>3,000,000</b>            | <b>0%</b>                           |
| State Grants & Revenues                         | 5,713,214          | 5,070,334          | 10,664,007                    | 10,664,007                        | 7,980,142                     | (2,683,865)                 | -25.2%                              |
| Other Revenues                                  | 74,344             | 970                | -                             | -                                 | -                             | -                           | 0%                                  |
| Interfund Transfers                             | 30,000             | -                  | -                             | -                                 | -                             | -                           | 0%                                  |
| <b>Operating Revenue</b>                        | <b>5,817,558</b>   | <b>5,071,304</b>   | <b>10,664,007</b>             | <b>10,664,007</b>                 | <b>7,980,142</b>              | <b>(2,683,865)</b>          | <b>-25.2%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>6,649,057</b>   | <b>6,144,703</b>   | <b>10,664,007</b>             | <b>10,664,007</b>                 | <b>10,980,142</b>             | <b>316,135</b>              | <b>3.0%</b>                         |
| Personnel Services                              | 3,774,685          | 4,214,973          | 6,291,707                     | 4,932,243                         | 7,034,736                     | 743,029                     | 11.8%                               |
| Materials & Services                            | 538,143            | 499,803            | 862,619                       | 834,202                           | 969,203                       | 106,584                     | 12.4%                               |
| Indirect Costs (Internal Dept Chgs)             | 818,335            | 864,099            | 1,314,015                     | 1,230,348                         | 1,298,693                     | (15,322)                    | -1.2%                               |
| Cost Allocation Charges                         | 499,630            | 565,828            | 645,414                       | 645,414                           | 774,561                       | 129,147                     | 20.0%                               |
| Capital Outlay                                  | -                  | -                  | 5,000                         | 21,800                            | -                             | (5,000)                     | -100.0%                             |
| <b>Operating Expenditure</b>                    | <b>5,630,793</b>   | <b>6,144,703</b>   | <b>9,118,755</b>              | <b>7,664,007</b>                  | <b>10,077,193</b>             | <b>958,438</b>              | <b>10.5%</b>                        |
| Contingency                                     | -                  | -                  | 1,545,252                     | -                                 | 902,949                       | (642,303)                   | -41.6%                              |
| <b>Total Exp - Including Special Categories</b> | <b>5,630,793</b>   | <b>6,144,703</b>   | <b>10,664,007</b>             | <b>7,664,007</b>                  | <b>10,980,142</b>             | <b>316,135</b>              | <b>3.0%</b>                         |
| <b>General Fund Support (if applicable)</b>     | <b>30,000</b>      | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                    | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 45.75              | 59.50              | 65.40                         | 65.40                             | 67.06                         | 1.66                        | 2.5%                                |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 45.75              | 59.50              |                               | 54.76                             |                               |                             |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  |                               | 10.64                             |                               |                             |                                     |

**Significant Issues and Changes**

The Developmental Disabilities Program continues to add new clients at a rapid rate. New positions have been added to manage the workload, but a lack of qualified applicants is hindering the program's ability to fill these new positions. As newly created positions with higher classification are added to the program, most have been filled with current employees. This results in strong promotional paths for employees, and also creates additional vacancies that need to be filled.



## Social Services Division

### Volunteer Connection Program

#### Purpose Statement

The purpose of the Volunteer Connection Program is to create meaningful volunteer opportunities that increase the capacity to provide independent living supports to older adults and persons with disabilities, increasing or maintaining their livelihood and independence.

#### Performance Narrative

The Volunteer Connection Program offers meaningful volunteer opportunities that increase the county's capacity to provide independent living supports to older adults and persons with disabilities, increasing or maintaining their livelihood and independence. This program benefits both the residents who are seeking meaningful ways to contribute to the health of their community and to the residents who are in need of the multiple services the program provides.

Volunteer Connection is comprised of seven distinct programs: Evidence-Based Health Programming, Family Caregiver Support Program, Money Management Program, Retired Seniors Volunteer Program, Senior Companions Program, Senior Health Insurance Benefits Assistance, and Transportation Reaching People.

The program has been highly successful in delivering services using the cost effective model of volunteer service supported by a dedicated small staff. Volunteers logged more than 55,000 hours of donated work in FY 17-18 - the equivalent of 28 FTE in paid staff. Social Services relies on this dedicated cadre of skilled volunteers to deliver services to some of the county's most vulnerable residents. Keeping these volunteers interested and engaged in their work ensures that the division maintains a skilled volunteer corps ready to deliver quality services. Nearly 99% of volunteers surveyed responded that they felt their volunteer service is meaningful.

#### Key Performance Measures

|            |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actual as of<br>(12/31/18) | FY 19-20<br>Target |
|------------|--|--------------------|--------------------|--------------------|--|--------------------|
| RESULT     | Percentage of volunteers who feel their service is meaningful. | 91%                | 99%                | 95%                | -                                      | 95%                |
| OUTPUT     | Number of volunteer hours worked                               | 54,667             | 55,051             | -                  | -                                      | -                  |
| EFFICIENCY | Number of volunteer hours per Volunteer Connection FTE         | New                | 5,345              | -                  | -                                      | -                  |

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 | Grant                           | Length   | Match & Source  |
|-------------|---------------------------------|--|---|
|             | RSVP                            | Over 20 years  | \$38,858 County General Fund                              |
|             | Senior Medicare Patrol          | Over 10 years  |   |
|             | SHIBA                           | Over 10 years  |   |
|             | Money Management/MHS            | 7 years  |   |
|             | Oregon Money Management Program | 5 years  |   |
|             | Senior Companion Program        | Over 20 years  | \$61,521 (\$31,521 County General Fund; \$30,000 in kind) |
|             | Special Needs Transportation    | A number of grants are under the umbrella of SNT - some have been in effect for over 15 years, two are new in 16/17. | \$3,000 TriMet  |
|             | Community Services Block Grant  | Over 25 years  |   |



Social Services Division

Volunteer Connection Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | <b>263,014</b>     | <b>399,135</b>     | <b>380,578</b>                | <b>381,373</b>                    | <b>378,842</b>                | <b>(1,736)</b>                 | <b>-0.5%</b><br><b>0%</b>        |
| Federal Grants & Revenues                       | 385,168            | 370,854            | 443,976                       | 438,476                           | 388,001                       | (55,975)                       | -12.6%                           |
| State Grants & Revenues                         | 569,967            | 609,792            | 1,040,473                     | 1,040,473                         | 824,015                       | (216,458)                      | -20.8%                           |
| Local Grants & Revenues                         | 311,617            | 284,769            | 274,715                       | 274,715                           | 206,669                       | (68,046)                       | -24.8%                           |
| Charges for Service                             | 65,526             | 101,210            | 30,500                        | 30,500                            | 15,500                        | (15,000)                       | -49.2%                           |
| Other Revenues                                  | 35,578             | 31,632             | 50,558                        | 52,850                            | 55,156                        | 4,598                          | 9.1%                             |
| Interfund Transfers                             | 125,375            | 107,394            | 132,117                       | 132,117                           | 108,323                       | (23,794)                       | -18.0%                           |
| <b>Operating Revenue</b>                        | <b>1,493,231</b>   | <b>1,505,651</b>   | <b>1,972,339</b>              | <b>1,969,131</b>                  | <b>1,597,664</b>              | <b>(374,675)</b>               | <b>-19.0%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,756,245</b>   | <b>1,904,786</b>   | <b>2,352,917</b>              | <b>2,350,504</b>                  | <b>1,976,506</b>              | <b>(376,411)</b>               | <b>-16.0%</b>                    |
| Personnel Services                              | 689,072            | 808,631            | 1,017,745                     | 973,937                           | 882,646                       | (135,099)                      | -13.3%                           |
| Materials & Services                            | 357,970            | 395,768            | 940,619                       | 600,662                           | 536,249                       | (404,370)                      | -43.0%                           |
| Indirect Costs (Internal Dept Chgs)             | 24,237             | 38,994             | 29,525                        | 29,525                            | 24,472                        | (5,053)                        | -17.1%                           |
| Cost Allocation Charges                         | -                  | -                  | 24,086                        | 24,086                            | 26,929                        | 2,843                          | 11.8%                            |
| Capital Outlay                                  | 7,758              | -                  | 5,000                         | 22,660                            | -                             | (5,000)                        | -100.0%                          |
| <b>Operating Expenditure</b>                    | <b>1,079,037</b>   | <b>1,243,393</b>   | <b>2,016,975</b>              | <b>1,650,870</b>                  | <b>1,470,296</b>              | <b>(546,679)</b>               | <b>-27.1%</b>                    |
| Special Payments                                | 239,492            | 273,673            | 335,942                       | 324,974                           | 333,940                       | (2,002)                        | -0.6%                            |
| Contingency                                     | -                  | -                  | -                             | -                                 | 172,270                       | 172,270                        | 0%                               |
| <b>Total Exp - Including Special Categories</b> | <b>1,318,529</b>   | <b>1,517,066</b>   | <b>2,352,917</b>              | <b>1,975,844</b>                  | <b>1,976,506</b>              | <b>(376,411)</b>               | <b>-16.0%</b>                    |
| <b>General Fund Support (if applicable)</b>     | <b>125,375</b>     | <b>107,394</b>     | <b>132,117</b>                | <b>132,117</b>                    | <b>108,323</b>                | <b>(23,794)</b>                | <b>-18.0%</b>                    |
| Full Time Equiv Pos (FTE) Budgeted              | 10.80              | 9.60               | 9.40                          | 9.40                              | 9.40                          | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 10.80              | 9.60               | -                             | 9.40                              | -                             | -                              | -                                |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                |

**Significant Issues and Changes**

Recruiting new volunteers to ensure that the current programs can continue to operate is one of the key issues facing the Volunteer Connection. Most of the volunteer opportunities offered by the Volunteer Connection require significant training and time commitment. As older volunteers age out of volunteer service, identifying replacements continues to be a challenge. At the time the budget was developed the agency did not know the outcome of several Special Needs Transportation Grants. Since then we have received notice that we will be receiving \$145,000 additional dollars of state revenue which will reduce the -20.8% to -7% in state revenue line. The large negative change in the Materials & Services category is a result of moving prior year funds in the Oregon Money Management Program to the Contingency line.





## Social Services Division Veterans Service Program

### Purpose Statement

The purpose of the Veterans Service Program is to provide Veterans Affairs claims consultation and representation services to Clackamas County Veterans and their eligible dependents so they can obtain the maximum federal and state benefits to which they are entitled.

### Performance Narrative

Clackamas County accredited Veterans Service Officers expedite access to needed benefits and increase the positive outcome of benefit claims, appeals and application for veterans. In FY 17-18 the office filed 814 claims. The measure tracking the dollar amount of new claims is reported on a two-year lag to allow as many claims as possible to move through the long initial review and, if needed, appeal process. This lag provides a more accurate outcome of the office's work. As of August 2018, the amount of benefits generated from claims submitted during FY 16-17 was more than \$11 million. This is a significant, ongoing amount that will continue to benefit veterans and the local economy each year. Clackamas County provides significant financial support to the Veterans Office. Those investments result in a \$18.09 return for every \$1 of county funding.

### Key Performance Measures

|            |  | FY 16-17 Actual | FY 17-18 Actual  | FY 18-19 Target | FY 18-19 Actual as of (12/31/18) | FY 19-20 Target |
|------------|--|-----------------|------------------|-----------------|----------------------------------|-----------------|
| RESULT     | Amount of new claim dollars granted to Clackamas County Veterans.                                    | \$11,073,356    | TBD <sup>1</sup> | \$10,000,000    | -                                | \$10,000,000    |
| OUTPUT     | Number of claims filed.  | 1,009           | 814              | -               | -                                | -               |
| EFFICIENCY | Return on Investment: Claim dollars generated for every dollar spent on the Veterans Service Office. | \$18.09         | TBD <sup>1</sup> | -               | -                                | -               |

<sup>1</sup> Claim dollars are reported on a two-year lag.

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation      The County Veterans Service Office receives a grant from the Oregon Department of Veterans Affairs that covers 32% of the cost of the service. County General Fund supplies 68% of the funds required to operate the service. The program has a \$45,844 maintenance of effort requirement, which is included in the County General Fund allotment.



Social Services Division

Veterans Service Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | <b>89,000</b>                 | <b>89,000</b>                     | -                             | <b>(89,000)</b>                | <b>-100.0%</b>                      |
| State Grants & Revenues                         | 183,375            | 281,680            | 285,191                       | 285,191                           | 285,191                       | -                              | <b>0%</b>                           |
| Interfund Transfers                             | 470,427            | 477,363            | 498,086                       | 498,086                           | 582,329                       | <b>84,243</b>                  | <b>16.9%</b>                        |
| <b>Operating Revenue</b>                        | <b>653,802</b>     | <b>759,043</b>     | <b>783,277</b>                | <b>783,277</b>                    | <b>867,520</b>                | <b>84,243</b>                  | <b>10.8%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>653,802</b>     | <b>759,043</b>     | <b>872,277</b>                | <b>872,277</b>                    | <b>867,520</b>                | <b>(4,757)</b>                 | <b>-0.5%</b>                        |
| Personnel Services                              | 424,112            | 470,041            | 633,697                       | 633,697                           | 653,640                       | <b>19,943</b>                  | <b>3.1%</b>                         |
| Materials & Services                            | 45,996             | 46,415             | 68,396                        | 68,396                            | 49,610                        | <b>(18,786)</b>                | <b>-27.5%</b>                       |
| Indirect Costs (Internal Dept Chgs)             | 85,419             | 89,148             | 108,365                       | 108,365                           | 99,214                        | <b>(9,151)</b>                 | <b>-8.4%</b>                        |
| Cost Allocation Charges                         | 56,468             | 63,888             | 61,819                        | 61,819                            | 65,056                        | <b>3,237</b>                   | <b>5.2%</b>                         |
| <b>Operating Expenditure</b>                    | <b>611,995</b>     | <b>669,492</b>     | <b>872,277</b>                | <b>872,277</b>                    | <b>867,520</b>                | <b>(4,757)</b>                 | <b>-0.5%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>611,995</b>     | <b>669,492</b>     | <b>872,277</b>                | <b>872,277</b>                    | <b>867,520</b>                | <b>(4,757)</b>                 | <b>-0.5%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>470,427</b>     | <b>477,363</b>     | <b>498,086</b>                | <b>498,086</b>                    | <b>582,329</b>                | <b>84,243</b>                  | <b>16.9%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 4.20               | 4.20               | 5.27                          | 5.27                              | 5.27                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 4.20               | 4.20               | -                             | 5.27                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

Temporary staffing was added to the Veterans Office in FY 18-19 to increase outreach efforts and to accomplish one-time administrative tasks.



# Social Services Division

## Housing Support Program

### Purpose Statement

The purpose of the Housing Support Program is to provide housing stabilization and supportive services to people who are homeless or at risk of becoming homeless so they can obtain and maintain permanent housing.

### Performance Narrative

The housing crisis in Clackamas County is real, and the demand for services far outpaces availability. The Social Services Housing programs are operating at capacity, serving more than 630 households and 1,047 people in FY 17-18. An additional 1,172 households are awaiting services.

Those served are achieving positive outcomes, with more than 84% of participants exiting our permanent supportive housing, rapid rehousing and transitional housing programs retaining their housing six months post program completion.

### Key Performance Measures

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actual as of<br>(12/31/18) | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percentage of households who have retained permanent housing six months after program completion. | 88%                | 84%                | 65%                | -                                      | 65%                |
| OUTPUT | Number of households served.  | 635                | 639                | -                  | -                                      | -                  |
| DEMAND | Number of households on the CHA (Coordinated Housing Access) waitlist.                            | New                | 1,172              | -                  | -                                      | -                  |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  Yes

Explain all "Yes" boxes below

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

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

| Explanation | Grant                                 | Length        | Match & Source  |
|-------------|---------------------------------------|---------------|---|
|             | Homeless Count                        | Over 10 years |   |
|             | Veterans Rental Assistance            | Three years   |   |
|             | Coordinated Housing Access            | Four years    | \$7,982 CDBG Housing Rights & Resources   |
|             | Housing our Heros                     | Three years   | \$82,862 (\$31,439 County General Fund; \$12,636 EHA; \$38,787 EHA Vets Document Recording Fee revenue) |
|             | Housing Vets First                    | Four years    |   |
|             | Public Housing Case Management        | Three years   |   |
|             | Hope 2                                | 6 years       | \$18,242 CSBG   |
|             | Hope 1                                | Over 10 year  | \$69,357 EHA  |
|             | Jackson Street                        | Three years   | \$16,000 Jackson Reserves   |
|             | Housing our Families                  | Three years   | \$42,364 EHA  |
|             | Community Services Block Grant (CSBG) | Over 25 years |   |
|             | State Homeless Assistance Program     | Over 20 years |   |
|             | Emergency Housing Account (EHA)       | Over 20 years |   |
|             | Bridges to Housing                    | 9 years       |   |
|             | Rent Well                             | Over 10 year  | \$30,812 EHA  |
|             | Rent Well Corrections                 | Three years   |   |
|             | Housing Stabilization Program         | Over 15 years |   |
|             | Housing Rights & Responsibilities     | Over 15 year  | \$28,000 EHA  |



Social Services Division

Housing Support Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>323,634</b>     | <b>467,062</b>     | <b>417,596</b>                | <b>418,915</b>                    | <b>346,834</b>                | <b>(70,762)</b>                | <b>-16.9%</b><br><b>0%</b>          |
| Federal Grants & Revenues                       | 915,397            | 1,100,978          | 1,359,845                     | 1,252,712                         | 1,310,343                     | (49,502)                       | -3.6%                               |
| State Grants & Revenues                         | 1,016,535          | 806,164            | 2,801,609                     | 2,423,359                         | 1,340,931                     | (1,460,678)                    | -52.1%                              |
| Local Grants & Revenues                         | 24,133             | 7,575              | 13,004                        | 200                               | -                             | (13,004)                       | -100.0%                             |
| Charges for Service                             | 553,563            | 869,387            | 1,144,452                     | 1,117,534                         | 1,010,540                     | (133,912)                      | -11.7%                              |
| Other Revenues                                  | 6,750              | 21,789             | -                             | -                                 | -                             | -                              | 0%                                  |
| Interfund Transfers                             | 1,776,027          | 1,745,626          | 2,292,997                     | 1,947,997                         | 2,257,922                     | (35,075)                       | -1.5%                               |
| <b>Operating Revenue</b>                        | <b>4,292,405</b>   | <b>4,551,519</b>   | <b>7,611,907</b>              | <b>6,741,802</b>                  | <b>5,919,736</b>              | <b>(1,692,171)</b>             | <b>-22.2%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>4,616,039</b>   | <b>5,018,581</b>   | <b>8,029,503</b>              | <b>7,160,717</b>                  | <b>6,266,570</b>              | <b>(1,762,933)</b>             | <b>-22.0%</b>                       |
| Personnel Services                              | 1,249,076          | 1,367,342          | 2,004,811                     | 1,834,654                         | 1,994,590                     | (10,221)                       | -0.5%                               |
| Materials & Services                            | 1,947,653          | 2,285,046          | 4,932,126                     | 3,926,624                         | 3,341,831                     | (1,590,295)                    | -32.2%                              |
| Indirect Costs (Internal Dept Chgs)             | 410,856            | 467,218            | 669,975                       | 625,128                           | 512,205                       | (157,770)                      | -23.5%                              |
| Cost Allocation Charges                         | 298,500            | 345,925            | 262,160                       | 262,160                           | 272,973                       | 10,813                         | 4.1%                                |
| Capital Outlay                                  | 17,889             | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Expenditure</b>                    | <b>3,923,974</b>   | <b>4,465,531</b>   | <b>7,869,072</b>              | <b>6,648,566</b>                  | <b>6,121,599</b>              | <b>(1,747,473)</b>             | <b>-22.2%</b>                       |
| Special Payments                                | 124,295            | 116,879            | 93,316                        | 93,316                            | 93,316                        | -                              | 0%                                  |
| Contingency                                     | -                  | -                  | 67,115                        | -                                 | 51,655                        | (15,460)                       | -23.0%                              |
| <b>Total Exp - Including Special Categories</b> | <b>4,048,269</b>   | <b>4,582,410</b>   | <b>8,029,503</b>              | <b>6,741,882</b>                  | <b>6,266,570</b>              | <b>(1,762,933)</b>             | <b>-22.0%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>1,776,027</b>   | <b>1,624,026</b>   | <b>1,947,997</b>              | <b>1,947,997</b>                  | <b>1,997,922</b>              | <b>49,925</b>                  | <b>2.6%</b>                         |
| Full Time Equiv Pos (FTE) Budgeted              | 12.80              | 13.30              | 16.23                         | 16.23                             | 16.23                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 12.80              | 13.30              | -                             | 14.23                             | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 2.00                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

The 52% reduction in the State Grant Revenue line is due to the loss of \$782,107 in one time funding from the State of Oregon for a Rapid Rehousing program for homeless families. Additional reductions are due to the fact that the State funds are received over a two year period. As is often the case, expenditures in the first year of the biennium fall below the 50% of the two-year allocation, resulting in an increase in funding available for the second year of the biennium. Social Services will use other funds to provide a continuing level of service to offset this reduction.



# Social Services Division

## Oregon Project Independence Program

### Purpose Statement

The purpose of the Oregon Project Independence Program is to provide needs assessment, information, service coordination, and advocacy services to persons 60 years of age or older with physical or cognitive challenges who meet eligibility criteria so they can eliminate or reduce risks to their safety and independence.

### Performance Narrative

In FY 17-18, OPI successfully provided 250 older adults with the supports they needed to live independently and remain safe for as long as possible. Demand for OPI services in the community remained high, with a total 618 unduplicated people listed on the program waitlist at some point during the fiscal year.

### Key Performance Measures

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actual as of<br>(12/31/18) | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percentage of clients who did not transition to Medicaid services when exiting the program. | 67%                | 76%                | 65%                | 79%                                    | 65%                |
| OUTPUT | Number of clients served  | 165                | 250                | -                  | 241                                    | -                  |
| DEMAND | Number of potential clients on waitlist   | 402                | 618                | -                  | 417                                    | -                  |

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  Yes

Explain all "Yes" boxes below

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

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

Explanation      Oregon Project Independence is funded by State General Funds. These funds have been received for over 30 years.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>67,106</b>      | <b>50,130</b>      | <b>42,493</b>                 | <b>42,493</b>                     | <b>20,000</b>                 | <b>(22,493)</b>                | <b>-52.9%</b>                       |
| Federal Grants & Revenues                       | (7,914)            | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| State Grants & Revenues                         | 449,505            | 467,158            | 830,000                       | 552,080                           | 665,695                       | (164,305)                      | -19.8%                              |
| Other Revenues                                  | 9,845              | 8,715              | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>451,436</b>     | <b>475,873</b>     | <b>830,000</b>                | <b>552,080</b>                    | <b>665,695</b>                | <b>(164,305)</b>               | <b>-19.8%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>518,542</b>     | <b>526,003</b>     | <b>872,493</b>                | <b>594,573</b>                    | <b>685,695</b>                | <b>(186,798)</b>               | <b>-21.4%</b>                       |
| Personnel Services                              | 213,479            | 310,806            | 424,380                       | 384,380                           | 426,742                       | 2,362                          | 0.6%                                |
| Materials & Services                            | 225,147            | 172,705            | 320,542                       | 190,193                           | 222,200                       | (98,342)                       | -30.7%                              |
| Indirect Costs (Internal Dept Chgs)             | 29,783             | -                  | 21,958                        | -                                 | 36,753                        | 14,795                         | 67.4%                               |
| <b>Operating Expenditure</b>                    | <b>468,409</b>     | <b>483,511</b>     | <b>766,880</b>                | <b>574,573</b>                    | <b>685,695</b>                | <b>(81,185)</b>                | <b>-10.6%</b>                       |
| Special Payments                                | -                  | -                  | 105,613                       | -                                 | -                             | (105,613)                      | -100.0%                             |
| <b>Total Exp - Including Special Categories</b> | <b>468,409</b>     | <b>483,511</b>     | <b>872,493</b>                | <b>574,573</b>                    | <b>685,695</b>                | <b>(186,798)</b>               | <b>-21.4%</b>                       |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 3.00               | 3.50               | 4.40                          | 4.40                              | 4.40                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 3.00               | 3.50               | -                             | 4.40                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

The lack of homecare workers is impacting the ability of the OPI program to rapidly implement plans for new clients. Additional reductions are due to the fact that the State funds are received over a two year period. As is often the case, expenditures in the first year of the biennium fall below the 50% of the two-year allocation, resulting in an increase in funding available for the second year of the biennium.



Aging and Disability Resource Connection Program

**Purpose Statement**

The purpose of the Aging and Disability Resource Connection Program is to provide needs assessment, information, service coordination, and advocacy services to older adults, persons with disabilities, vulnerable individuals, and other interested parties so they can get the support they need to achieve their desired outcomes.

**Performance Narrative**

The Aging and Disability Resource Connection Program is a valuable information and referral resource for Clackamas older adults. However, the program experienced a slight decrease in consumer use in FY 17-18. This is due in part to the lack of dedicated staff and resources to conduct community outreach to ensure residents are aware of the programming available and how to access it. The program has added a temporary position, as of February 2019, to conduct outreach, which is anticipated to increase program use for the final third of FY 18-19.

The Care Transitions program, which is a partnership with Providence hospital systems, saw an increase in program participants from 105 in FY 16-17 to 327 in FY 17-18. This is a highly successful program evidence-based program that assists high risk participants from being readmitted to the hospital following discharge.

In the three programs that involve multiple contacts with clients, almost 84% of participants achieved their goals in FY 17-18, exceeding target completion for all three programs.

**Key Performance Measures**

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actual as of<br>(12/31/18) | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|--|--------------------|
| RESULT | Percentage of people whose goals have been met.            | New                | 84%                | 75%                | -                                      | 75%                |
| OUTPUT | Number of contacts fielded by ADRC Information & Referral. | 2,410              | 2,387              | -                  | 1,103                                  | -                  |
| OUTPUT | Number of people served.                                   | 2,771              | 2,973              | -                  | -                                      | -                  |

Program includes:

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

Explain all "Yes" boxes below

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

Explanation      The Information and Referral function of the ADRC is funded by two federal grants, the Older Americans' Act and the Community Services Block Grant. These funds have been received by the agency for over 30 years. The required match is \$276,071, \$211,671 of which is in kind and \$64,400 is County General Fund. Other component programs of the ADRC are more recent, and are detailed below.

| Grant                          | Length        |
|--------------------------------|---------------|
| Care Transitions               | Four years    |
| Options Counseling             | Five years    |
| Older Americans Act            | Over 25 years |
| Community Services Block Grant | Over 25 years |



Social Services Division

Aging and Disability Resource Connection Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>138,738</b>     | <b>112,756</b>     | <b>69,352</b>                 | <b>69,352</b>                     | <b>33,000</b>                 | <b>(36,352)</b>                | <b>-52.4%</b><br>0%                 |
| Federal Grants & Revenues                       | 1,820,356          | 1,573,320          | 2,069,770                     | 1,879,107                         | 2,007,968                     | (61,802)                       | -3.0%                               |
| State Grants & Revenues                         | 230,945            | 224,477            | 363,481                       | 254,481                           | 215,309                       | (148,172)                      | -40.8%                              |
| Local Grants & Revenues                         | 10,000             | 62,500             | 99,376                        | 69,376                            | 169,942                       | 70,566                         | 71.0%                               |
| Charges for Service                             | -                  | -                  | 118,527                       | -                                 | 118,527                       | -                              | 0%                                  |
| Other Revenues                                  | 29,370             | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Interfund Transfers                             | 15,450             | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>2,106,121</b>   | <b>1,860,297</b>   | <b>2,651,154</b>              | <b>2,202,964</b>                  | <b>2,511,746</b>              | <b>(139,408)</b>               | <b>-5.3%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>2,244,859</b>   | <b>1,973,053</b>   | <b>2,720,506</b>              | <b>2,272,316</b>                  | <b>2,544,746</b>              | <b>(175,760)</b>               | <b>-6.5%</b>                        |
| Personnel Services                              | 574,046            | 565,190            | 897,044                       | 688,929                           | 892,914                       | (4,130)                        | -0.5%                               |
| Materials & Services                            | 885,575            | 734,380            | 1,003,771                     | 893,559                           | 982,797                       | (20,974)                       | -2.1%                               |
| Indirect Costs (Internal Dept Chgs)             | 116,708            | 82,820             | 126,164                       | 95,704                            | 40,911                        | (85,253)                       | -67.6%                              |
| Cost Allocation Charges                         | -                  | -                  | 9,957                         | 9,957                             | 68,238                        | 58,281                         | 585.3%                              |
| <b>Operating Expenditure</b>                    | <b>1,576,329</b>   | <b>1,382,390</b>   | <b>2,036,936</b>              | <b>1,688,149</b>                  | <b>1,984,860</b>              | <b>(52,076)</b>                | <b>-2.6%</b>                        |
| Special Payments                                | 515,869            | 521,313            | 683,570                       | 551,167                           | 559,886                       | (123,684)                      | -18.1%                              |
| <b>Total Exp - Including Special Categories</b> | <b>2,092,198</b>   | <b>1,903,703</b>   | <b>2,720,506</b>              | <b>2,239,316</b>                  | <b>2,544,746</b>              | <b>(175,760)</b>               | <b>-6.5%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>15,450</b>      | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                      | <b>-</b>                       | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | 5.00               | 5.00               | 6.60                          | 6.60                              | 6.60                          | 0.00                           | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.00               | 5.00               | -                             | 6.60                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

In FY 18-19 Social Services entered into a contract to offer the Veterans Directed Home and Community Based Services program. The program provides in-home supports that allow older veterans to access the services they need to remain living independently and safely in their own home. Funding for the program originates at the Veterans Administration, is made available to Social Services via a contract with Multnomah County, and is reflected in the Local Grants revenue line item.





## Social Services Division Energy Assistance Program

### Purpose Statement

The purpose of the Energy Assistance Program is to provide eligibility determination, financial assistance, and education services to income eligible households in Clackamas County so they can reduce their energy expenses.

### Performance Narrative

In FY 17-18, the Energy Assistance program continued to implement creative strategies to ensure that as many households as possible could benefit from the program. Through extensive outreach, effective education and mobile enrollment, the program continued to achieve significant outcomes, including:

- Increased use of the program prior to utility shutoff (which saves money);
- Increased number of households served; and
- Increased use of the program by users who are seniors and/or people living with a disability.

### Key Performance Measures

|            |  | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actual as of (12/31/18) | FY 19-20 Target |
|------------|--|-----------------|-----------------|-----------------|----------------------------------|-----------------|
| RESULT     | Percentage of households who receive assistance prior to energy shutoff. | 94%             | 96%             | 85%             | -                                | 90%             |
| RESULT     | Percentage of households that are first-time assistance recipients.      | 8%              | 6%              | -               | -                                | -               |
| OUTPUT     | Dollars paid to alleviate energy costs.                                  | \$3,367,850     | \$3,925,794     | -               | -                                | -               |
| EFFICIENCY | Number of payments made to restore service. <sup>1</sup>                 | 535             | 454             | -               | -                                | -               |

<sup>1</sup> Fewer payments to restore service is a gauge of program efficiency because restoring service is expensive.

Program includes:

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

Explain all "Yes" boxes below

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

- |             |   |               |
|-------------|---|---------------|
| Explanation | Low Income Household Energy Assistance Program (LIHEAP) | Over 25 years |
|             | Oregon Energy Assistance Program (OEAP)                 | Over 10 years |
|             | Oregon Low Income Gas Assistance Program (OLGA)         | Over 15 years |



Social Services Division

Energy Assistance Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from Prior<br>Yr Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | 12,859             | -                             | -                                 | -                             | -                           | 0%                                  |
| Federal Grants & Revenues                       | 1,312,986          | 1,707,909          | 1,601,210                     | 1,601,210                         | 1,649,022                     | 47,812                      | 3.0%                                |
| State Grants & Revenues                         | 2,719,766          | 2,881,320          | 3,886,661                     | 3,513,994                         | 2,981,891                     | (904,770)                   | -23.3%                              |
| Local Grants & Revenues                         | 38,977             | 42,535             | 33,757                        | 33,757                            | 37,159                        | 3,402                       | 10.1%                               |
| <b>Operating Revenue</b>                        | <b>4,071,729</b>   | <b>4,631,764</b>   | <b>5,521,628</b>              | <b>5,148,961</b>                  | <b>4,668,072</b>              | <b>(853,556)</b>            | <b>-15.5%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | <b>4,071,729</b>   | <b>4,644,623</b>   | <b>5,521,628</b>              | <b>5,148,961</b>                  | <b>4,668,072</b>              | <b>(853,556)</b>            | <b>-15.5%</b>                       |
| Personnel Services                              | 666,021            | 732,071            | 1,012,874                     | 996,400                           | 1,015,598                     | 2,724                       | 0.3%                                |
| Materials & Services                            | 3,183,702          | 3,688,368          | 4,248,263                     | 3,892,070                         | 3,390,368                     | (857,895)                   | -20.2%                              |
| Indirect Costs (Internal Dept Chgs)             | 135,913            | 132,631            | 164,400                       | 164,400                           | 158,682                       | (5,718)                     | -3.5%                               |
| Cost Allocation Charges                         | 72,288             | 85,104             | 87,391                        | 87,391                            | 94,724                        | 7,333                       | 8.4%                                |
| <b>Operating Expenditure</b>                    | <b>4,057,924</b>   | <b>4,638,174</b>   | <b>5,512,928</b>              | <b>5,140,261</b>                  | <b>4,659,372</b>              | <b>(853,556)</b>            | <b>-15.5%</b>                       |
| Special Payments                                | 1,645              | 6,469              | 8,700                         | 8,700                             | 8,700                         | -                           | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | <b>4,059,569</b>   | <b>4,644,643</b>   | <b>5,521,628</b>              | <b>5,148,961</b>                  | <b>4,668,072</b>              | <b>(853,556)</b>            | <b>-15.5%</b>                       |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                           | 0%                                  |
| Full Time Equiv Pos (FTE) Budgeted              | 7.00               | 6.00               | 9.00                          | 9.00                              | 9.00                          | -                           | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 7.00               | 6.00               | -                             | 8.00                              | -                             | -                           |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                           |                                     |

**Significant Issues and Changes**

No significant issues or changes



## **Human Resources**

**Evelyn Minor Lawrence, Director**

**2051 Kaen Road  
Oregon City, Oregon 97045  
503-655-8459**

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



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**CLACKAMAS**  
C O U N T Y



Department Mission

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 and Agencies so they can have the resources they need to provide high quality services and achieve their strategic results.

|                                   |  |
|-----------------------------------|--|
| <b>Human Resources Department</b> |  |
| Evelyn Minor-Lawrence, Director   |  |
| FTE 43                            |  |
| Total Adopted \$66,148,476        |  |
| General Fund Support \$ 1,292,330 |  |

|                                    |   |                                    |                                    |                               |
|------------------------------------|---|------------------------------------|------------------------------------|-------------------------------|
| <b>Administration</b>              | <b>Employee &amp; Labor Relations</b>               | <b>Workforce Design</b>            | <b>Benefits Administration</b>     | <b>Risk Administration</b>    |
| Evelyn Minor-Lawrence,<br>Director | Eric Sarha,<br>Deputy Director/<br>Chief Negotiator | Evelyn Minor-Lawrence,<br>Director | Kristi Durham,<br>Benefits Manager | Eric Machado,<br>Risk Manager |
| Total Adopted<br>\$1,722,569       | Total Adopted<br>\$668,795                          | Total Adopted<br>\$2,648,429       | Total Adopted<br>\$43,419,527      | Total Adopted<br>\$17,689,156 |
| Gen Fund \$ 477,600                | Gen Fund \$ 140,471                                 | Gen Fund \$ 674,259                | Gen Fund \$ -                      | Gen Fund \$ -                 |

|   |  |   |  |                                     |
|---|--|---|--|-------------------------------------|
| <b>Office of the Director/<br/>Administrative Svc</b> | <b>Employee &amp; Labor Relations</b>                  | <b>Classification &amp; Compensation</b>  | <b>Benefits &amp; Wellness</b>                           | <b>Risk &amp; Safety Management</b> |
| Evelyn Minor-Lawrence,<br>Director                    | Eric Sarha,<br>Assistant Director/<br>Chief Negotiator | Heather Pedersen, Class<br>& Comp Manager | Kristi Durham,<br>Benefits Manager                       | Eric Machado,<br>Risk Manager       |
| FTE 5.0<br>(Total Staff 7.0)*                         | FTE 2.5<br>(Total Staff 3.0)*                          | FTE 4.0                                   | FTE 11.25<br>(Total Staff 11.0)*<br>(Plus temporary FTE) | FTE 8.75<br>(Total Staff 6.0)*      |
| Total Adopted<br>\$1,083,546                          | Total Adopted<br>\$668,795                             | Total Adopted<br>\$920,656                | Total Adopted<br>\$43,419,527                            | Total Adopted<br>\$17,689,156       |
| Gen Fund \$ 280,941                                   | Gen Fund \$ 140,471                                    | Gen Fund \$ 224,753                       | Gen Fund \$ -  | Gen Fund \$ -                       |

|   |
|---|
| <b>Workforce Data Management</b>                      |
| Krista Weatherford,<br>HR Business Systems<br>Manager |
| FTE 3.5<br>(Total Staff 4.0)*                         |
| Total Adopted<br>\$639,023                            |
| Gen Fund \$ 196,659                                   |

|                                   |
|-----------------------------------|
| <b>Recruitment</b>                |
| JJ Peters,<br>Recruitment Manager |
| FTE 6.0                           |
| Total Adopted<br>\$1,123,604      |
| Gen Fund \$ 337,130               |

|   |
|---|
| <b>Workforce Development &amp; Planning</b>       |
| Jeri Oswald,<br>Learning & Development<br>Manager |
| FTE 2.0   |
| Total Adopted<br>\$604,169                        |
| Gen Fund \$ 112,376                               |

\* Certain positions in the Director's Office, Administrative Services, Workforce Data Management, and Employee and Labor Relations are budgeted in both Human Resources (General Fund) as well as Benefits and Wellness Administration (Fund 760) and Risk Administration (Fund 761). The Total Staff figure reflects the number of employees performing the work organizationally, rather than how they are accounted for budgetarily within the department.



Human Resources

Department Budget Summary by Fund

| <i>Line of Business</i>                   | FY 19/20     | FY 19/20         | FY 19/20              | FY 19/20                    | FY 19/20             | FY 19/20  |
|---|--------------|------------------|-----------------------|-----------------------------|----------------------|---|
| <i>Program</i>                            | FTE          | General Fund     | Self - Insurance Fund | Risk Management Claims Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| <b>Administration</b>                     |              |                  |                       |                             |                      |   |
| Director's Office/Administrative Services | 5.00         | 1,083,546        |                       |                             | 1,083,546            | 280,941   |
| Workforce Data Management                 | 3.50         | 639,023          |                       |                             | 639,023              | 196,659   |
| <b>Employee and Labor Relations</b>       |              |                  |                       |                             |                      |   |
| Employee and Labor Relations              | 2.50         | 668,795          |                       |                             | 668,795              | 140,471   |
| <b>Workforce Design</b>                   |              |                  |                       |                             |                      |   |
| Classification and Compensation           | 4.00         | 920,656          |                       |                             | 920,656              | 224,753   |
| Recruitment                               | 6.00         | 1,123,604        |                       |                             | 1,123,604            | 337,130   |
| Workforce Development and Planning        | 2.00         | 604,169          |                       |                             | 604,169              | 112,376   |
| <b>Benefits and Wellness</b>              |              |                  |                       |                             |                      |   |
| Benefits and Wellness                     | 11.25        |                  | 43,419,527            |                             | 43,419,527           |   |
| <b>Risk Administration</b>                |              |                  |                       |                             |                      |   |
| Risk Management                           | 8.75         |                  |                       | 17,689,156                  | 17,689,156           |   |
| <b>TOTAL</b>                              | <b>43.00</b> | <b>5,039,793</b> | <b>43,419,527</b>     | <b>17,689,156</b>           | <b>66,148,476</b>    | <b>1,292,330</b>                                  |
| <b>FY 18/19 Budget</b>                    | <b>43.00</b> | <b>4,492,394</b> | <b>40,681,794</b>     | <b>16,956,761</b>           | <b>62,130,949</b>    | <b>1,354,072</b>                                  |
| <b>\$ Increase (Decrease)</b>             | <b>0.00</b>  | <b>547,399</b>   | <b>2,737,733</b>      | <b>732,395</b>              | <b>4,017,527</b>     | <b>-61,742</b>                                    |
| <b>% Increase ( Decrease)</b>             | <b>0.00%</b> | <b>12.19%</b>    | <b>6.73%</b>          | <b>4.32%</b>                | <b>6.47%</b>         | <b>-4.56%</b>                                     |

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



**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 Agencies so they can have a strategic partner to achieve their strategic and operational goals.

**Performance Narrative Statement**

The Office of the Director and Administrative Services programs adopted a \$1,083,543 budget, reflecting a continuation of current funding and service levels. Over the current fiscal year the two main initiatives for the Director's Office have been addressing the County's Internal Complaints Process and updating County employment policies.

**Internal Complaint Process**

Beginning in April, 2018, staff worked with the County's Internal Auditor in response to a comprehensive audit of the County's practices related to internal complaints. The audit was comprehensive and included a review of relevant human resources best practices, providing us the opportunity to incorporate the best of all practices into our own process. In response to the recommendations presented in the audit report, we have responded with specific actions that will address the recommendations, timelines, and any applicable information regarding our practices during the remainder of 2019.

**Employee Policy and Practices (EPP)/County Code Integration**

After conducting analysis of existing policies and human resources related language in the County Code, this project is transitioning to actual policy development. We expect the number of revised policies to greatly increase as we continue forward over the next fiscal year.

**Key Performance Measures**

|        |   | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|---|-----------------|-----------------|---------------------------------|-----------------|
| Result | By 2021, 90% of Clackamas County managers agree or strongly agree that Human Resources is a strategic business partner.   | 92%             | 90%             | 91%                             | 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. | n/a             | 80%             | 95%                             | 80%             |
| Output | Number of revised Employee Policies and Procedures and County Code.   | 0               | 8               | 0                               | 10              |

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | 553,157            | 627,523            | 681,157                       | 681,157                           | 813,579                       | 132,422                        | 29.6%                               |
| Other Revenues                                  | 728                | 2,915              | 1,087                         | 1,087                             | 1,087                         | (1,828)                        | -62.7%                              |
| <b>Operating Revenue</b>                        | <b>553,885</b>     | <b>630,438</b>     | <b>682,244</b>                | <b>682,244</b>                    | <b>814,666</b>                | <b>184,228</b>                 | <b>29.2%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>553,885</b>     | <b>630,438</b>     | <b>682,244</b>                | <b>682,244</b>                    | <b>814,666</b>                | <b>184,228</b>                 | <b>29.2%</b>                        |
| Personnel Services                              | 576,986            | 637,164            | 711,685                       | 711,685                           | 707,248                       | (4,437)                        | -0.6%                               |
| Materials & Services                            | 88,319             | 274,130            | 417,929                       | 423,575                           | 327,301                       | (90,628)                       | -21.7%                              |
| Cost Allocation Charges                         | 42,263             | 46,787             | 46,782                        | 46,782                            | 48,997                        | 2,215                          | 4.7%                                |
| <b>Operating Expenditure</b>                    | <b>707,568</b>     | <b>958,081</b>     | <b>1,176,396</b>              | <b>1,182,042</b>                  | <b>1,083,546</b>              | <b>(92,850)</b>                | <b>-7.9%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>707,568</b>     | <b>958,081</b>     | <b>1,176,396</b>              | <b>1,182,042</b>                  | <b>1,083,546</b>              | <b>(92,850)</b>                | <b>-7.9%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>145,389</b>     | <b>327,643</b>     | <b>494,152</b>                | <b>499,798</b>                    | <b>268,880</b>                | <b>(225,272)</b>               | <b>-45.6%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 5.00               | 5.00               | 5.00                          | 5.00                              | 5.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 5.00               | 5.00               | -                             | 5.00                              | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

No significant changes at this time.

Note, FY16-17 actuals does not include personnel, materials and services and cost allocations actuals for the Risk and Benefits FTE group once combined in the General Fund, now reside in the Risk Management and Benefits Funds. The history summary sheet does include this information





# Administration

## Workforce Data Management

### Purpose Statement

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

### Performance Narrative Statement

The Workforce Data Management program adopted a budget of \$639,023 for fiscal year 19/20, and has two major initiatives in addition to the day-to-day transaction processing, system maintenance, and data quality work.

#### ERP Strategic Planning

In the FY 18/19 budget year, the WDM unit coordinated a high-level business review and technical analysis for Human Resources, Benefits, and Payroll. This analysis documented current business practices and well as evaluating our current system based on our future needs. WDM coordinated a final presentation to County Administration as well as to our partners, Finance and Information Services as a final deliverable. This presentation helps to lay the foundation for continuing work on this initiative. This step in the ERP review is necessary before we embark on the cost analysis based on the recommendations for improvement.

For FY 19/20, the WDM will work with executives from Human Resources, Finance, Information Services as well as County Administration to finish the business analysis review for Finance. The completion of the business and technical gap review for Finance will put both departments on the same playing field for a cost benefits analysis of the recommended paths. With the completion of cost benefit analysis, the ERP Strategy team will provide the Board of Clackamas County with the data and cost of the options available to the county for our ERP system. This final piece of data will help make decisions in moving the county forward in the selection of a path for this critical system tool.

#### Data Analytics

In the FY18/19 budget year, the WDM unit completed training through Portland State in the area of Data Analytics. The training was meant to help educate the team as they participate in the formation of a data analytics culture here at the county. The HR Business Systems Manager and HR Business Systems Analytics were all successfully and received a certification of completion.

In response to a question posed by the Budget Committee for County Counsel regarding data around torte claims for former employees, we discovered that we had no easy way to pull this data. As a beta project based on our learning from the Data Analytics program, WDM worked with County Counsel, DHR-Risk, and Information Services to review our data sources, clean our data dictionary, and create a database where house for 3 disparate systems. The team is currently working data reporting and visualization to provide the answer to the question in a way that is easy to understand and the data can be quickly refreshed.

For the FY 19/20 budget year, the WDM unit plans to be part of an establishment of a data analytics community of practice. The group can help guide the county in selection of the best tools to fit our needs as well as advise county in data analytics practices as the county grows into their goal of being a data driven agency.

### Key Performance Measures

|        |   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20 Target |
|--------|---|--------------------|--------------------|---------------------------------------|-----------------|
| Result | 95% of departments submitting Personnel Actions not needing material corrections. | 81%                | 80%                | 81%                                   | 95%             |
| Output | Number of data transactions provided  | 9,448              | 9,000              | 9,237                                 | 9,000           |
| Output | Number of Managers and staff trained  | 62                 | 60                 | 115                                   | 60              |

#### Explanation of measures

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

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

Because the county has many sources for work rules between ordinances, policies, collective bargaining contracts, and other work rules, we find that departments struggle to apply our county work rules consistently. Our current data collection method of Personnel Action review shows that only 80% of transactions submitted to Human Resources is correct. One way to address the 20% of transactions that are incorrect is to provide training for all the tools available to aid this process. We created a specific series of training courses for PA Processors and managers that we have delivered since fiscal year 16/17. The new training improved transaction quality approximately 20%, but has plateaued. Our goal for the FY 19/20 year is to add specific training for the PA Processors to continue to educate them in the accurate processing of employee transactions. We hope to improve our numbers of PA's not needing material corrections to 90% for the fiscal year 19/20.

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | 387,210            | 439,266            | 476,810                       | 476,810                           | 569,505                       | 92,695                         | 19.4%                               |
| Other Revenues                                  | 509                | 2,040              | 761                           | 761                               | 761                           | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>387,719</b>     | <b>441,306</b>     | <b>477,571</b>                | <b>477,571</b>                    | <b>570,266</b>                | <b>92,695</b>                  | <b>19.4%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>387,719</b>     | <b>441,306</b>     | <b>477,571</b>                | <b>477,571</b>                    | <b>570,266</b>                | <b>92,695</b>                  | <b>19.4%</b>                        |
| Personnel Services                              | 403,891            | 446,016            | 498,179                       | 498,179                           | 520,194                       | 22,015                         | 4.4%                                |
| Materials & Services                            | 61,823             | 45,714             | 69,694                        | 70,636                            | 84,531                        | 14,837                         | 21.3%                               |
| Cost Allocation Charges                         | 29,584             | 32,751             | 32,747                        | 32,747                            | 34,298                        | 1,551                          | 4.7%                                |
| <b>Operating Expenditure</b>                    | <b>495,298</b>     | <b>524,481</b>     | <b>600,620</b>                | <b>601,562</b>                    | <b>639,023</b>                | <b>38,403</b>                  | <b>6.4%</b>                         |
| <b>Total Exp - Including Special Categories</b> | <b>495,298</b>     | <b>524,481</b>     | <b>600,620</b>                | <b>601,562</b>                    | <b>639,023</b>                | <b>38,403</b>                  | <b>6.4%</b>                         |
| <b>General Fund Support (if applicable)</b>     | <b>107,579</b>     | <b>83,175</b>      | <b>123,049</b>                | <b>123,991</b>                    | <b>68,757</b>                 | <b>(54,292)</b>                | <b>-44.1%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 3.50               | 3.50               | 3.50                          | 3.50                              | 3.50                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 3.50               | 3.50               | -                             | 2.50                              | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

The Workforce Data Management team completed the work to evaluate the Human Resources business process and technical gap of our current system in August 2018. These recommendations set the foundation for the continuing work for ERP Strategic Planning. The Workforce Data Management team will be working with the Executive ERP Strategy Planning group in fiscal year 19/20 to conduct a cost-benefit analysis study. The results of this study will help the Board of County Commissioners to make informed decision on the future of our ERP systems. This study is slated to be delivered in the 19/20 fiscal year.



## Employee and Labor Relations

## Employee and Labor Relations

### Purpose Statement

The purpose of the Employee and Labor Relations program is to provide discipline administration, collective bargaining and labor contract administration services to the BCC, County Administration, and Departments so they can gain the tools to manage a productive workforce and maintain good employee and labor relations.

### Performance Narrative Statement

The Employee and Labor Relations program adopted a \$668,795 budget, reflecting a continuation of current funding and service levels.

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.

On January 22, 2018, AFSCME-DTD agreed to present the County's last, best, and final offer on their contract that expired on June 30, 2018 to its members for vote. On February 13, 2019, AFSCME-DTD's ratification vote successfully passed. Full ratification of the new AFSCME-DTD contract occurred on March 14, 2019. AFSCME-DTD's new contract is set to expire on June 30, 2021.

Additionally, on February 7, 2019, the County reached full tentative agreement with Clackamas County Employees' Association (CCEA) on their three (3) contracts (CCEA-Main, CCEA-Part-Time/Temporary, and CCEA-Housing Authority) that expired on June 30, 2018. On March 5, 2019, CCEA's ratification vote successfully passed. Full ratification of the three (3) new CCEA contract occurred on March 14, 2019. CCEA's new contracts are set to expire on June 30, 2021.

Finally, as of March 14, 2019, the County is continuing to bargaining process on two remaining contracts (AFSCME-WES and AFSCME-CCOM). On January 31, 2019, AFSCME-WES agreed to present the County's last, best, and final offer on their contract that expired on June 30, 2018 to its members for vote. Once the County learns that AFSCME-WES's ratification vote successfully passed, full ratification of the new AFSCME-WES contract would occur within the next few following weeks. The next bargaining session with AFSCME-CCOM is scheduled for March 15, 2019. It is anticipated that the County will reach full tentative agreement with AFSCME-CCOM on March 15, 2019 on their contract that expired on June 30, 2019. Ratification is anticipated within a few weeks after full tentative agreement is reached.

### Key Performance Measures

|        |   | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|---|-----------------|-----------------|---------------------------------|-----------------|
| Result | 80% of grievances resolved prior to arbitration   | n/a             | 65%             | 65%                             | 65%             |
| Output | Number of disciplinary actions involving economic loss  | 13              | 8               | 8                               | 18              |
| Output | Number of collective bargaining agreements and/or other labor agreements negotiated to resolution                         | 10              | 7               | 9                               | 5               |
| Output | 90% of managers and supervisors attending employee/labor relations training courses                                       | n/a             | 80%             | 83%                             | 80%             |
| Output | Number of implemented performance improvement plans, work plans and/or other similar performance management related tools | 102             | Discontinue     | 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)

Explanation



Employee and Labor Relations

Employee and Labor Relations

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | 276,578            | 313,762            | 340,578                       | 340,578                           | 406,789                       | 66,211                         | 19.4%                               |
| Other Revenues                                  | 364                | 1,457              | 543                           | 543                               | 543                           | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>276,942</b>     | <b>315,219</b>     | <b>341,121</b>                | <b>341,121</b>                    | <b>407,332</b>                | <b>66,211</b>                  | <b>19.4%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>276,942</b>     | <b>315,219</b>     | <b>341,121</b>                | <b>341,121</b>                    | <b>407,332</b>                | <b>66,211</b>                  | <b>19.4%</b>                        |
| Personnel Services                              | 288,494            | 318,583            | 355,842                       | 355,842                           | 392,631                       | 36,789                         | 10.3%                               |
| Materials & Services                            | 44,159             | 66,143             | 100,839                       | 102,201                           | 251,665                       | 150,826                        | 149.6%                              |
| Cost Allocation Charges                         | 21,132             | 23,393             | 23,391                        | 23,391                            | 24,499                        | 1,108                          | 4.7%                                |
| <b>Operating Expenditure</b>                    | <b>353,785</b>     | <b>408,119</b>     | <b>480,072</b>                | <b>481,434</b>                    | <b>668,795</b>                | <b>188,723</b>                 | <b>39.3%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>353,785</b>     | <b>408,119</b>     | <b>480,072</b>                | <b>481,434</b>                    | <b>668,795</b>                | <b>188,723</b>                 | <b>39.3%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>76,843</b>      | <b>92,900</b>      | <b>138,951</b>                | <b>140,313</b>                    | <b>261,463</b>                | <b>122,512</b>                 | <b>88.2%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 1.50               | 2.50               | 2.50                          | 2.50                              | 2.50                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 1.50               | 2.50               | -                             | 2.50                              | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

No significant changes at this time.



# Workforce Design Classification and Compensation

## Purpose Statement

The purpose of the Classification and Compensation program is to provide up-to-date plans, positions and organizational structure consultation services to County Departments and Agencies so they can structure their organizations in a way that places the right person in the right classification at the appropriate pay to achieve their operational and strategic results.

## Performance Narrative Statement

The Classification and Compensation program adopted a \$920,656 budget, reflecting a continuation of current funding and service levels. The Classification & Compensation unit has two major initiatives in addition to the review and allocation of budgeted positions, strategic organizational design, and maintenance of the County's classification and compensation plans.

### Equal Pay Analysis

On June 1, 2017, Governor Kate Brown signed into law House Bill 2005, also known as the Oregon Equal Pay Law, expanding pay equity protections to Oregonians and creating new obligations for Oregon employers. As part of implementing this new law, Human Resources, in coordination with County Counsel, went out for an RFQ soliciting quotes for a consultant to conduct an Equal Pay Analysis and hired a consultant in November 2018.

The Equal Pay Analysis will include a review of County classification specifications, position descriptions and compensation structures, as well as an analysis of individual compensation. The consultant will recommend modifications to County compensation structures, systems, policies and to individual compensation to eliminate any unlawful wage disparities.

### Structured Classification Reviews

Clackamas County has close to 500 unique classifications. Many of these classifications are outdated and in need of review and market analysis to ensure they accurately reflect the business needs of the County, are internally aligned, and placed at the appropriate salary grade.

This initiative seeks to ensure that all county classifications are reviewed for alignment with business needs and market compatibility every five years. Ensuring our classification specifications are up to date, that we are paying competitive wages and that employees are classified appropriately go hand-in-hand with the County's Equal Pay Analysis.

## Key Performance Measures

|        |   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|---------------------------------------|--------------------|
| Result | By the end of fiscal year 2021, 100% of County classifications will be reviewed for alignment with County business needs and market comparability within the past five years. | 38%                | 60%                | 43%                                   | 80%                |
| Output | Number of position allocations, recommendations and determinations provided   | 185                | 257                | 159                                   | 250                |
| Output | Number of market studies conducted (individual classifications and job families)  | 56                 | 70                 | 68                                    | 70                 |

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



Classification and Compensation

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | 442,525            | 502,019            | 544,926                       | 544,926                           | 650,863                       | 105,937                        | 19.4%                               |
| Other Revenues                                  | 582                | 2,332              | 870                           | 870                               | 870                           | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>443,107</b>     | <b>504,351</b>     | <b>545,796</b>                | <b>545,796</b>                    | <b>651,733</b>                | <b>105,937</b>                 | <b>19.4%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>443,107</b>     | <b>504,351</b>     | <b>545,796</b>                | <b>545,796</b>                    | <b>651,733</b>                | <b>105,937</b>                 | <b>19.4%</b>                        |
| Personnel Services                              | 461,590            | 509,732            | 569,348                       | 569,348                           | 609,994                       | 40,646                         | 7.1%                                |
| Materials & Services                            | 70,655             | 92,110             | 140,428                       | 142,325                           | 271,464                       | 131,036                        | 93.3%                               |
| Cost Allocation Charges                         | 33,811             | 37,429             | 37,429                        | 37,425                            | 39,198                        | 1,769                          | 4.7%                                |
| <b>Operating Expenditure</b>                    | <b>566,056</b>     | <b>639,271</b>     | <b>747,205</b>                | <b>749,098</b>                    | <b>920,656</b>                | <b>173,451</b>                 | <b>23.2%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>566,056</b>     | <b>639,271</b>     | <b>747,205</b>                | <b>749,098</b>                    | <b>920,656</b>                | <b>173,451</b>                 | <b>23.2%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>122,949</b>     | <b>134,920</b>     | <b>201,409</b>                | <b>203,302</b>                    | <b>268,923</b>                | <b>67,514</b>                  | <b>33.5%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 3.00               | 3.00               | 4.00                          | 4.00                              | 4.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 3.00               | 3.00               | -                             | 3.00                              | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

In response to increasing demands for services Countywide, the Classification and Compensation program added a Human Resources Specialist position during FY 18/19, and continues to utilize the services of one temporary staff resource to address program demands. These resources will allow us to continue to try to keep pace with our efforts to systematically review and update our classifications, ensure appropriate compensation, provide consultation on department reorganizations, as well as be responsive to Oregon's new pay equity law and changes in minimum wage.



# Workforce Design

## Recruitment

### Purpose Statement

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

### Performance Narrative Statement

The Recruitment Program adopted a budget of \$1,123,604 reflecting a continuation of current funding and service levels.

#### Initiative Overviews/Status:

As of December, 2018 we assisted County Administration in communicating and converting the County's Affirmative Action Program to an Equal Employment Opportunity Plan.

We have focused our top recruitment initiative on identifying and prioritizing our most challenging and inefficient recruitment system related processes that are time consuming and involve manual steps for the recruiters. One by one these processes are being analyzed and reviewed to identify improvements and best practices that can aid us in increasing our efficiency and productivity. Three business processes have already been completed as part of this initiative.

#### Significant Issues or Changes:

Recruitment continues to experience a high level of service requests and we expect this trend to maintain if not increase in the coming year. The volume of recruitment requests exceeds the capacities of our five recruiters. The adjustment that was made to workload in May 2018 to help address the backlog of recruitments in the three departments experiencing the highest backlog of recruitment requests has helped to reduce the backlog, but not eliminate it. Additionally, a benchmark was established to help ensure a more balanced workload for each recruiter and to ensure each recruiter is actively working on 8 – 10 new recruitments at all times.

Despite being ahead of pace through the first two quarters of the current fiscal year for both hires and job postings (recruitments), our backlog of recruitments awaiting assignment has significantly increased compared to last year. As of February 27, 2019 our backlog is 32 recruitments, compared to 18 recruitments last year.

### Key Performance Measures

|        |   | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|---|-----------------|-----------------|---------------------------------|-----------------|
| Result | By FY 21/22, 70% of open positions are filled within 90 days from the date of requisition | 59%             | 65%             | 64%                             | 65%             |
| Output | Number of hires per year  | 306             | 320             | 183                             | 320             |
| Output | Number of job postings (recruitments) per year  | 270             | 260             | 141                             | 260             |
| Output | Number of recruitment outreach events per year  | 25              | 24              | 9                               | 24              |

A note regarding the FY 17-18 Actual and Quarter 2 2018/19 drop in % of positions filled in 90 days : target fell short by 4% with an actual of 61%. This shortfall is due in part, if not totality, to two factors: 1) a business process change that was made effective on 10/15/18 to create "cert only" job requisitions within 2 business days of notification from the department that they are ready to fill the vacancy. 2) The queries used to capture this data were updated accordingly. Prior to these changes, this type of job requisition had not been created until it was known for sure if the position would be filled as a "cert only" or require a new recruitment. The prior business process did not accurately capture the actual time it took to fill these vacancies.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



Workforce Design

Recruitment

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | 663,788            | 753,028            | 817,388                       | 817,388                           | 976,295                       | 158,907                        | 19.4%                               |
| Other Revenues                                  | 873                | 3,497              | 1,304                         | 1,304                             | 1,304                         | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>664,661</b>     | <b>756,525</b>     | <b>818,692</b>                | <b>818,692</b>                    | <b>977,599</b>                | <b>158,907</b>                 | <b>19.4%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>664,661</b>     | <b>756,525</b>     | <b>818,692</b>                | <b>818,692</b>                    | <b>977,599</b>                | <b>158,907</b>                 | <b>19.4%</b>                        |
| Personnel Services                              | 692,385            | 764,598            | 794,022                       | 801,022                           | 945,611                       | 151,589                        | 19.1%                               |
| Materials & Services                            | 105,982            | 66,287             | 164,788                       | 88,919                            | 119,196                       | (45,592)                       | -27.7%                              |
| Cost Allocation Charges                         | 50,716             | 56,144             | 56,134                        | 56,138                            | 58,797                        | 2,663                          | 4.7%                                |
| <b>Operating Expenditure</b>                    | <b>849,083</b>     | <b>887,029</b>     | <b>1,014,944</b>              | <b>946,079</b>                    | <b>1,123,604</b>              | <b>108,660</b>                 | <b>10.7%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>849,083</b>     | <b>887,029</b>     | <b>1,014,944</b>              | <b>946,079</b>                    | <b>1,123,604</b>              | <b>108,660</b>                 | <b>10.7%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>184,422</b>     | <b>130,504</b>     | <b>196,252</b>                | <b>127,387</b>                    | <b>146,005</b>                | <b>(50,247)</b>                | <b>-25.6%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 6.00               | 6.00               | 6.00                          | 6.00                              | 6.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 6.00               | 6.00               | -                             | 6.00                              | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

No significant changes at this time.





**Purpose Statement**

The purpose of the Workforce Planning and Development program is to provide informal/formal learning events and individual development planning with advanced planning consultations and strategic business plan integration services to County Departments and agencies so they can anticipate and respond to the departments' current and future workforce needs.

**Performance Narrative Statement**

The Workforce Development and Planning program adopted a \$604,169 budget, reflecting a continuation of current funding and service levels.

Workforce Planning and Development resources provide for the development, purchase and delivery of employee development services primarily in the form of learning events and training content. Individualized workforce planning services for departments and the County at large. Supporting effective supervision of employees across the County while supporting Performance Clackamas and Core Values by linking these programs to employee performance.

**Program Projects**

- In 2018 31% of employees received a documented performance review. In 2019 our goal is 50% of employees will receive a documented performance review, increasing to 100% in 2020. At the same time increasing the quality and effectiveness of the supervision and the new Clarify, Converse, Capture process. This is a dramatic change in culture for the County and will require ongoing attention. New tools/templates, communication models, reports and systems have been created. To implement a new process and provide all of these supports we are providing ongoing communication with Departments and a required training for everyone with a direct report.
- Establishing core supervisory responsibilities through research, assessment and interaction with stakeholders. These standards will better enable the development of training, the establishment of positions and holding employees accountable for this portion of their work.
- Creating a broader range of learning resources. By establishing a mobile learning platform as well as a library of online content employees can access content anytime anywhere regardless of their work schedule or location. Additionally forming new partnerships with organizations like Learning Point provides increased options for content, schedule and location.
- HR sponsored management training has become fractured with content being provided from multiple program areas. We are rebuilding to create a cohesive curriculum.

**Projects for 2019/2020**

- In the 19/20 fiscal year we will be creating the Clarify, Converse, Capture audit process and establishing qualitative measures.
- A professional employee engagement survey is needed. We will be determining best practice for selection, resources and application. Working with County Administration and other Departments, our intent is to take a County-wide perspective. A communication plan will need to be activated and action witnessed based on the responses received.
- Moving Management training to an Academy or certification model in order to increase the visibility and participation in this curriculum.

**Key Performance Measures**

|        |  | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|---------------------------------------|--------------------|
| Result | By 2021 90% of County departments will have workforce planning elements integrated into their strategic business plan                              | NEW                | 71%                | 71%                                   | 85%                |
| Result | By 2020 95% of employees will have a documented performance summary  | NEW                | 50%                | 31%                                   | 95%                |
| Result | 90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time | 95%                | 95%                | 92%                                   | 95%                |
| Output | Number of employees engaging with the Leadership Academy   | 45                 | 44                 | 63                                    | 45                 |
| Output | Number of County employees registered for formal learning events   | NEW                | 2000               | 944                                   | 2000               |
| Output | Number of County employees participating in formal and informal learning events  | 2235               | 2800               | 2944                                  | 2800               |
| Output | Number of workforce plans developed  | 0                  | Discontinue        | N/A                                   | N/A                |

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

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



Workforce Design

Workforce Development and Planning

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | 221,263            | 251,009            | 272,463                       | 272,463                           | 325,432                       | 52,969                         | 19.4%                               |
| Other Revenues                                  | 291                | 1,166              | 435                           | 435                               | 435                           | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | <b>221,554</b>     | <b>252,175</b>     | <b>272,898</b>                | <b>272,898</b>                    | <b>325,867</b>                | <b>52,969</b>                  | <b>19.4%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>221,554</b>     | <b>252,175</b>     | <b>272,898</b>                | <b>272,898</b>                    | <b>325,867</b>                | <b>52,969</b>                  | <b>19.4%</b>                        |
| Personnel Services                              | 230,795            | 254,866            | 284,674                       | 284,674                           | 374,838                       | 90,164                         | 31.7%                               |
| Materials & Services                            | 35,327             | 111,357            | 169,770                       | 172,064                           | 209,732                       | 209,732                        | 23.5%                               |
| Cost Allocation Charges                         | 16,905             | 18,715             | 18,713                        | 18,713                            | 19,599                        | 886                            | 5%                                  |
| <b>Operating Expenditure</b>                    | <b>283,027</b>     | <b>384,938</b>     | <b>473,157</b>                | <b>475,451</b>                    | <b>604,169</b>                | <b>300,782</b>                 | <b>27.7%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>283,027</b>     | <b>384,938</b>     | <b>473,157</b>                | <b>475,451</b>                    | <b>604,169</b>                | <b>300,782</b>                 | <b>27.7%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>61,473</b>      | <b>132,763</b>     | <b>200,259</b>                | <b>202,553</b>                    | <b>278,302</b>                | <b>78,043</b>                  | <b>39.0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | 2.00               | 2.00               | 2.00                          | 2.00                              | 2.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 2.00               | 2.00               | -                             | 2.00                              | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

No significant changes at this time.



# Benefits and Wellness Administration

## Benefits and Wellness

### Purpose Statement

The purpose of the Benefits and Wellness program is to provide cost-effective, responsive and comprehensive benefit services to County departments, current and retired employees and their family members so they can better serve the residents of Clackamas County.

### Performance Narrative Statement

The Benefits and Wellness program adopted a \$43,419,527 budget, reflecting a continuation of current funding and service levels. In addition to continuing to offer a very competitive employee benefits package in support of our mission, the Benefits and Wellness division is increasing compliance, customer service and administrative efficiencies through the following focal areas:

**Self-insurance fund transparency**

- FY 17/18 and 18/19: Benefits administration fee
- o Model now in place to keep pace with actual program expenses
- o Reserves – on track to be fully stated within fund 760 in 20/21 budget
- FY 19/20: Account identification to create visibility of fund requirements
- o Reserves
- o Claims margins
- o “true” operations contingency
- FY 19/20: Improved reporting and visibility to be able to identify program trends
- o Internal analytics
- o Vendor analytics

**Leave and disability administration**

- FY 18/19: Business process analysis and report – internal and consultant-led
- FY 18/19: Staff reorganization
- FY 18/19: Data integrity and benchmarking – preliminary
- FY 19/20: Prioritize and implement business process recommendations
- FY 19/20: Business partner assignments to departments

**Benefits and Wellness**

- FY 18/19: Staff reorganization
- FY 18/19: Data integrity and benchmarking – preliminary
- FY 19/20: Business process analysis - internal

### Key Performance Measures

|        |   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 90% of Expected/Open Leave Cases in PeopleSoft HR are accurate  | NEW                | 90%                | 95%                                   | 95%                |
| Result | 80% of employees return to work within 180 days of initial non-occupational disability claim                | NEW                | 80%                | 84%                                   | 85%                |
| Result | 90% of Wellness class surveys indicate "agree" or "strongly agree" that the class contributes to well-being | NEW                | 90%                | 89%                                   | 90%                |
| Output | Number of Providence medical enrollments  | 1102               | Discontinue        | N/A                                   | N/A                |
| Output | Number of Kaiser medical enrollments  | 771                | Discontinue        | N/A                                   | N/A                |

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation      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.



Budget Summary

|   | FY 16-17 Actual   | FY 17-18 Actual   | FY 18-19 Amended Budget | FY 18-19 Projected Year End | FY 19-20 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|-------------------|-------------------|-------------------------|-----------------------------|-------------------------|--------------------------|----------------------------|
| <b>Beginning Balance</b>                        | <b>1,627,706</b>  | <b>4,435,386</b>  | <b>7,742,662</b>        | <b>7,742,662</b>            | <b>10,743,634</b>       | <b>3,000,972</b>         | <b>38.8%</b>               |
| Prior Year Revenue                              | 29,029,113        | 28,762,745        | 29,592,387              | 27,990,012                  | 29,334,348              | (258,039)                | -0.9%                      |
| Charges for Service                             | -                 | 2,119,702         | 3,346,745               | 3,465,724                   | 3,341,545               | (5,200)                  | -0.2%                      |
| <b>Operating Revenue</b>                        | <b>29,029,113</b> | <b>30,882,447</b> | <b>32,939,132</b>       | <b>31,455,736</b>           | <b>32,675,893</b>       | <b>(263,239)</b>         | <b>-0.8%</b>               |
| <b>Total Rev - Including Beginning Bal</b>      | <b>30,656,819</b> | <b>35,317,833</b> | <b>40,681,794</b>       | <b>39,198,398</b>           | <b>43,419,527</b>       | <b>2,737,733</b>         | <b>6.7%</b>                |
| Personnel Services                              | -                 | 1,385,860         | 1,628,886               | 1,589,116                   | 1,741,955               | 113,069                  | 6.9%                       |
| Materials & Services                            | 25,885,974        | 26,070,040        | 30,616,295              | 26,767,078                  | 32,716,306              | 2,100,011                | 6.9%                       |
| Indirect Costs (Internal Dept Chgs)             | 250,000           | -                 | -                       | -                           | -                       | -                        | 0%                         |
| Cost Allocation Charges                         | 10,480            | 119,272           | 98,570                  | 98,570                      | 135,203                 | 36,633                   | 37.2%                      |
| <b>Operating Expenditure</b>                    | <b>26,146,454</b> | <b>27,575,172</b> | <b>32,343,751</b>       | <b>28,454,764</b>           | <b>34,593,464</b>       | <b>2,249,713</b>         | <b>7.0%</b>                |
| Special Payments                                | 74,979            | -                 | -                       | -                           | -                       | -                        | 0%                         |
| Reserve for Future Expenditures                 | -                 | -                 | -                       | -                           | 2,274,579               | 2,274,579                | 0%                         |
| Contingency                                     | -                 | -                 | 8,338,043               | -                           | 6,551,484               | (1,786,559)              | -21.4%                     |
| <b>Total Exp - Including Special Categories</b> | <b>26,221,433</b> | <b>27,575,172</b> | <b>40,681,794</b>       | <b>28,454,764</b>           | <b>43,419,527</b>       | <b>2,737,733</b>         | <b>6.7%</b>                |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>          | <b>-</b>          | <b>-</b>                | <b>-</b>                    | <b>-</b>                | <b>-</b>                 | <b>0%</b>                  |
| Full Time Equiv Pos (FTE) Budgeted              | 9.64              | 9.64              | 11.25                   | 11.25                       | 11.25                   | -                        | 0%                         |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 9.64              | 9.64              | -                       | 10.25                       | -                       | -                        | 0%                         |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                 | -                 | -                       | 1.00                        | -                       | -                        | 0%                         |

Significant Issues and Changes

FY 19-20 begins our 2nd year in a three-year plan to establish financial reserves for the medical, dental and disability plans within Self-Insurance Fund 760. The dental and disability reserves are fully established within the fund. In addition, we have established \$1,000,000 of the required \$2,198,900 in medical reserves. Each plan's reserve requirement is updated annually based on claims experience.

The FY 19-20 Beginning Balance contains \$5,400,000 in claims margin for the medical, dental and disability plans. Approximately \$2,000,000 of this total has been collected from the claims margin portion of the benefit premiums since 2015. The remaining amount has been moved from Contingency within the fund and dedicated to a newly established Claims Margin account line. This will allow the county to continue to pay claims in years where claims exceed premiums collected, while also maintaining an adequate operating contingency for the fund. For example, in FY 15-16 we experienced high medical claims expenses, requiring approximately \$3,000,000 to be transferred from Contingency, leaving only \$1,627,706 in that account to be carried forward for the next fiscal year's operations and claims margin.



# Risk Administration

## Risk Management Program

### Purpose Statement

The purpose of the Risk Management program is to provide loss prevention and control, liability and workers' compensation administration, consultations and analysis services to County departments and agencies so they can create a workplace culture committed to practices that eliminate

### Performance Narrative Statement

The Risk and Safety Management program adopted a \$17,689,156 budget, reflecting a continuation of current funding and service levels. The purpose of the Risk Management program is to provide loss prevention and control, liability and workers' compensation administration, consultations and analysis services to County departments and agencies so they can create a workplace culture committed to practices that eliminate risk, sustain a healthy and productive workforce and preserve financial resources.

#### Performance Narrative

The Risk and Safety Management program proposes a \$17,689,156 budget, a 4.32% increase from FY 19. These resources provide for the administration of the entire program and include the necessary reserves to meet our substantial self-insured liabilities.

#### Program Projects:

- New Risk Management Information System (RMIS) implementation; Have begun implementation of an updated RMIS system, to replace the County's existing legacy system. New system will create countless efficiency improvements, thereby reducing administrative burden and allowing more time toward analysis and management of program. This project will continue into FY 20 and has been budgeted appropriately.
- Drug and Alcohol Policy; project to standardize various drug and alcohol policies into just two policies, one for Department of Transportation (DOT) related positions and one non-DOT positions, regardless of bargaining group. Work ongoing with bargaining groups to remove language from CBAs.
- Reorganization of Workers' Compensation/Leave Administration group; FY 20 will see a dedicated Workers' Compensation position, along with a dedicated Leave Administration position. We were able to leverage and reorganize existing FTE (no positions created or cut) to better serve both the WC and Leave Administration sides of the business.
- Implemented a third party process to pay workers' compensation medical bills, heavily reducing the administrative processing of this task by County employees.
- Workers' Compensation coding; reviewed and coded nearly 900 County job classes with their proper NCCI code. Built new report to properly use new codes. This will allow for better reporting of our quarterly assessment data to the State, along with improving our underwriting profile to potential insurers.

### Key Performance Measures

|         |   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|---------|---|--------------------|--------------------|---------------------------------------|--------------------|
| Results | Experience Modification Rate will be 1 or less  | 0.76               | 1 or less          | n/a                                   | 1 or less          |
| Results | Each year the ratio of liability claims paid, when compared to the actuarial recommendation is 1 or less  | 0.50               | 1 or less          | 0.27                                  | 1 or less          |
| Output  | Number of ergonomic assessments provided quarterly  | 17.25              | 20                 | 51.5                                  | 20                 |
| Output  | Number of workers' compensation claims processed quarterly  | 27.75              | 28                 | 28.5                                  | 28                 |
| Results | Beginning with 10% of departments in 2018 and increasing by 10% each year through 2021 (40%), departments will have no increase in their number of Workers' Compensations claims per employee (FTE) | n/a                | n/a                | Discontinue                           | N/A                |

#### Performance Measures Narrative

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

In a similar vein, the Experience Modification Rate (EMR) results measure is another way to compare us to our industry peers. EMR 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 better than average.

I've discontinued tracking the department increase in workers' compensation measure as this wasn't my measure to begin with and I can always find a department with no increase. It didn't seem to provide value moving forward.

The "Outputs" are broken down into two categories; Ergonomics show the number of ergonomic assessments we anticipate and perform per quarter. We realigned this part of the program last year, and as a result have seen a large catch-up in the first half of the 18/19 year on a backlog of assessments dating back to the 17/18 year.

Workers' compensation claims have been very steady. An upcoming reorganization in the management of that function along with an improved software tool (both noted in Program Projects) will focus more FTE on the management of the individual claims themselves and less on the administrative burden of prior practices.

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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



Budget Summary

|   | FY 16-17 Actual   | FY 17-18 Actual   | FY 18-19 Amended Budget | FY 18-19 Projected Year End | FY 19-20 Adopted Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|-------------------|-------------------|-------------------------|-----------------------------|-------------------------|--------------------------|----------------------------|
| <b>Beginning Balance</b>                        | <b>6,794,971</b>  | <b>10,030,371</b> | <b>11,958,874</b>       | <b>11,958,874</b>           | <b>12,257,694</b>       | <b>298,820</b>           | <b>2.5%</b>                |
| Charges for Service                             | 7,919,810         | 5,706,537         | 4,787,852               | 4,888,741                   | 5,165,000               | 377,148                  | 7.9%                       |
| Other Revenues                                  | 66,250            | 259,904           | 210,035                 | 258,535                     | 266,462                 | 56,427                   | 26.9%                      |
| <b>Operating Revenue</b>                        | <b>7,986,060</b>  | <b>5,966,441</b>  | <b>4,997,887</b>        | <b>5,147,276</b>            | <b>5,431,462</b>        | <b>433,575</b>           | <b>8.7%</b>                |
| <b>Total Rev - Including Beginning Bal</b>      | <b>14,781,031</b> | <b>15,996,812</b> | <b>16,956,761</b>       | <b>17,106,150</b>           | <b>17,689,156</b>       | <b>732,395</b>           | <b>4.3%</b>                |
| Personnel Services                              | -                 | 1,068,443         | 1,262,264               | 1,158,659                   | 1,364,571               | 102,307                  | 8.1%                       |
| Materials & Services                            | 4,737,373         | 2,877,972         | 3,925,527               | 3,580,590                   | 3,708,942               | (216,585)                | -5.5%                      |
| Cost Allocation Charges                         | 13,287            | 91,522            | 109,207                 | 109,207                     | 109,141                 | (66)                     | -0.1%                      |
| <b>Operating Expenditure</b>                    | <b>4,750,660</b>  | <b>4,037,937</b>  | <b>5,296,998</b>        | <b>4,848,456</b>            | <b>5,182,654</b>        | <b>(114,344)</b>         | <b>-2.2%</b>               |
| Reserve for Future Expenditures                 | -                 | -                 | 3,403,701               | -                           | 3,446,102               | 42,401                   | 1.2%                       |
| Contingency                                     | -                 | -                 | 8,256,062               | -                           | 9,060,400               | 804,338                  | 9.7%                       |
| <b>Total Exp - Including Special Categories</b> | <b>4,750,660</b>  | <b>4,037,937</b>  | <b>16,956,761</b>       | <b>4,848,456</b>            | <b>17,689,156</b>       | <b>732,395</b>           | <b>4.3%</b>                |
| <b>General Fund Support (if applicable)</b>     | <b>-</b>          | <b>-</b>          | <b>-</b>                | <b>-</b>                    | <b>-</b>                | <b>-</b>                 | <b>0%</b>                  |
| Full Time Equiv Pos (FTE) Budgeted              | 8.16              | 8.16              | 8.75                    | 8.75                        | 8.75                    | -                        | 0%                         |
| Full Time Equiv Pos (FTE) Filled at Yr End      | 8.16              | 8.16              | -                       | 8.75                        | -                       | -                        | 0%                         |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                 | -                 | -                       | -                           | -                       | -                        | 0%                         |

Significant Issues and Changes

As outlined last year, the goal for our yearly Risk Fund allocation is stability. Even with several large claims that hit the books this year, causing a \$1.6 million increase in potential future liabilities according to our actuary's, we were able to achieve that desired stability with a modest 5% countywide increase in the allocation amount for FY 20. Liability claims will always be our most volatile budgetary item, but improvement in our underlying systems and processes (some of which are noted in Program Projects) will allow increased focus on areas that can positively impact that bottom line.



## **Tourism & Cultural Affairs**

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C O U N T Y





**Department Mission**

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

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

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

|                          |           |
|--------------------------|-----------|
| <b>Tourism</b>           |           |
| Danielle Cowan, Director |           |
| FTE 15.00                |           |
| Total Adopted            | 6,261,657 |
| General Fund Support     | 299,359   |

|   |  |   |
|---|--|---|
| <b>Tourism &amp; Cultural Affairs</b>                     |  |   |
| Danielle Cowan<br>TDC Adopted<br>\$6,261,657              |  |   |
| Gen Fund \$ 299,359                                       |  |   |
| <b>Tourism &amp; Cultural Affairs</b>                     | <b>RCTP &amp; Mt Hood Gorge Region</b>                       | <b>Clackamas County Arts Alliance</b>             |
| Danielle Cowan<br>FTE 13.25<br>TDC Adopted<br>\$5,543,256 | Jeannine Breshears<br>FTE 1.75<br>Total Adopted<br>\$419,042 | Kirsten Rian<br>FTE<br>Total Adopted<br>\$299,359 |
| Gen Fund \$ -   | Gen Fund \$ -  | Gen Fund \$ 299,359                               |



# Tourism & Cultural Affairs

## Department Budget Summary by Fund

| <i>Line of Business</i>        | FY 19/20     | FY 19/20            | FY 19/20             | FY 19/20  |
|--------------------------------|--------------|---------------------|----------------------|---|
| <i>Program</i>                 | FTE          | Tourism Development | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Tourism & Cultural Affairs     |              |                     |                      |   |
| Tourism                        | 13.25        | 5,543,256           | 5,543,256            |   |
| RCTP & Mt Hood Gorge Region    | 1.75         | 419,042             | 419,042              |   |
| Clackamas County Arts Alliance |              | 299,359             | 299,359              | 299,359   |
| <b>TOTAL</b>                   | <b>15.00</b> | <b>6,261,657</b>    | <b>6,261,657</b>     | <b>299,359</b>                                    |
| <i>FY 18/19 Budget</i>         | 15.00        | 6,448,231           | 6,448,231            | 299,359   |
| <i>\$ Increase (Decrease)</i>  | 0.00         | -186,574            | -186,574             | 0   |
| <i>% Increase (Decrease)</i>   | 0.00%        | -2.89%              | -2.89%               | 0.00%   |

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



# Tourism & Cultural Affairs

## Tourism & Cultural Affairs Program

### Purpose Statement

**MISSION-**

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

**VISION-**

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

**GUIDING PRINCIPLES-**

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

### Performance Narrative Statement

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

### Key Performance Measures

|  |  | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|--|--------------------|--------------------|---------------------------------------|--------------------|
|  | Annual collection of revenues resulting from the TLT tax collections - County  | \$4.6M             | \$4.7M             | \$4.7M                                | \$4.8M             |
|  | Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year) | \$530.7M           | ***                | 535.3M                                |                    |
|  | ***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.                             |                    |                    |                                       |                    |

Program includes:

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

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

Explanation



|   | FY 17-16<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | 884,642            | 808,542                       | 808,542                           | 783,617                       | (24,925)                       | -3.1%                               |
| Other Revenues                                  | -                  | 43,976             | 9,500                         | 14,865                            | 9,500                         | -                              | 0%                                  |
| Interfund Transfers                             | -                  | 4,070,110          | 4,859,840                     | 4,752,766                         | 4,750,138                     | (109,702)                      | -2.3%                               |
| <b>Operating Revenue</b>                        | -                  | <b>4,114,086</b>   | <b>4,869,340</b>              | <b>4,767,631</b>                  | <b>4,759,638</b>              | <b>(109,702)</b>               | <b>-2.3%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>4,998,728</b>   | <b>5,677,882</b>              | <b>5,576,173</b>                  | <b>5,543,255</b>              | <b>(134,627)</b>               | <b>-2.4%</b>                        |
| Personnel Services                              | -                  | 1,425,666          | 1,805,824                     | 1,505,894                         | 2,079,637                     | 273,813                        | 15.2%                               |
| Materials & Services                            | -                  | 2,894,003          | 3,122,699                     | 2,987,302                         | 3,013,618                     | (109,081)                      | -3.5%                               |
| <b>Operating Expenditure</b>                    | -                  | <b>4,319,669</b>   | <b>4,928,523</b>              | <b>4,493,196</b>                  | <b>5,093,255</b>              | <b>164,732</b>                 | <b>3.3%</b>                         |
| Special Payments                                | -                  | -                  | 299,359                       | 299,360                           | -                             | (299,359)                      | -100.0%                             |
| Contingency                                     | -                  | -                  | 450,000                       | -                                 | 450,000                       | -                              | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>4,319,669</b>   | <b>5,677,882</b>              | <b>4,792,556</b>                  | <b>5,543,255</b>              | <b>(134,627)</b>               | <b>-2.4%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | 14.00              | 13.25                         | 13.25                             | 13.25                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | 14.00              | 13.25                         | 12.25                             | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

□



# Tourism & Cultural Affairs

## Portland & Mt. Hood/Gorge RCTP

### Purpose Statement

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

### Performance Narrative

Travel Oregon’s Regional Cooperative Program (RCTP) funds are generated through the statewide 1.8% TL. Tourism receives a portion of those funds as pass through to support the regional efforts for the Mt. Hood/Gorge region and provide program support within our geographic boundaries of the Portland region. One FTE has staffing offset costs from the RCTP funds to deliver the Portland Region program work for PR and international sales efforts. Additionally, \$24,042 is available for supporting PR media efforts, and Google Content program. One FTE has staffing offset costs serving as the Mt. Hood/Gorge RDMO regional program coordinator, in addition to \$210,000 available for project and tactical implementation as administered and approved by Travel Oregon.

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

### Key Performance Measures

|  | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--|--------------------|--------------------|---------------------------------------|--------------------|
| Quarterly reviews with Travel Oregon program staff                         | 6                  | 4                  | 4                                     | 4                  |
| Annual reports to be completed by the RDMO                                 | 1                  | 1                  | 1                                     | 1                  |
| Biennial regional stakeholder feedback via Travel Oregon’s Industry Survey | 2                  | 2                  | 2                                     | 2                  |

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Local Grants & Revenues                         | -                  | 518,308            | 470,990                       | 472,583                           | 419,042                       | (51,948)                       | -11.0%                              |
| <b>Operating Revenue</b>                        | -                  | <b>518,308</b>     | <b>470,990</b>                | <b>472,583</b>                    | <b>419,042</b>                | <b>(51,948)</b>                | <b>-11.0%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>518,308</b>     | <b>470,990</b>                | <b>472,583</b>                    | <b>419,042</b>                | <b>(51,948)</b>                | <b>-11.0%</b>                       |
| Personnel Services                              | -                  | -                  | 142,150                       | 183,645                           | 185,000                       | 42,850                         | 30.1%                               |
| Materials & Services                            | -                  | 388,825            | 328,840                       | 288,938                           | 234,042                       | (94,798)                       | -28.8%                              |
| <b>Operating Expenditure</b>                    | -                  | <b>388,825</b>     | <b>470,990</b>                | <b>472,583</b>                    | <b>419,042</b>                | <b>(51,948)</b>                | <b>-11.0%</b>                       |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>388,825</b>     | <b>470,990</b>                | <b>472,583</b>                    | <b>419,042</b>                | <b>(51,948)</b>                | <b>-11.0%</b>                       |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 1.75                          | 1.75                              | 1.75                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 1.75                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**



**Tourism & Cultural Affairs**  
**Clackamas County Arts Alliance**

**Purpose Statement**

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

**Performance Narrative**

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

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

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

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

**Key Performance Measures**

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

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Local Grants & Revenues                         | -                  | 299,359            | 299,359                       | 299,359                           | 299,359                       | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | -                  | <b>299,359</b>     | <b>299,359</b>                | <b>299,359</b>                    | <b>299,359</b>                | -                              | <b>0%</b>                           |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>299,359</b>     | <b>299,359</b>                | <b>299,359</b>                    | <b>299,359</b>                | -                              | <b>0%</b>                           |
| Personnel Services                              | -                  | 106,285            | 106,285                       | 106,285                           | 106,285                       | -                              | 0%                                  |
| Materials & Services                            | -                  | 193,074            | 193,074                       | 193,074                           | 193,074                       | -                              | 0%                                  |
| <b>Operating Expenditure</b>                    | -                  | <b>299,359</b>     | <b>299,359</b>                | <b>299,359</b>                    | <b>299,359</b>                | -                              | <b>0%</b>                           |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>299,359</b>     | <b>299,359</b>                | <b>299,359</b>                    | <b>299,359</b>                | -                              | <b>0%</b>                           |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              |                                     |

**Significant Issues and Changes**

□





## **Juvenile**

**Christina McMahan, Director**

**2121 Kaen Road  
Oregon City, Oregon 97045  
503-655-8342**

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



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**CLACKAMAS**  
C O U N T Y



Department Mission

The mission of the Clackamas County Juvenile Department is to provide prevention, intervention, and juvenile justice services to youth and families so they can experience positive change, repair harm to victims, and become contributing members of our community

|   |  |  |  |
|---|--|--|--|
| <b>Clackamas County Juvenile Department</b> |  |  |  |
| Christina McMahan - Director                |  |  |  |
| FTE 54                                      |  |  |  |
| Total Adopted \$ 12,017,550                 |  |  |  |
| General Fund Support \$ 8,271,518           |  |  |  |

|  |   |   |   |
|--|---|---|---|
| <b>Public Safety</b><br>Mark McDonnell<br><br>Total Adopted<br>\$4,231,483<br>Gen Fund \$ 1,760,381                      | <b>Reformation</b><br>Mark McDonnell<br><br>Total Adopted<br>\$3,104,318<br>Gen Fund \$ 2,480,145   | <b>Accountability</b><br>Mark McDonnell<br><br>Total Adopted<br>\$2,632,467<br>Gen Fund \$ 2,244,888  | <b>Administration</b><br>Christina McMahan /<br>Mark McDonnell<br><br>Total Adopted<br>\$2,049,282<br>Gen Fund \$ 1,786,104                         |
| <b>Custody Services</b><br><br>Vacant<br><br>FTE 4<br>Total Adopted<br>\$2,196,592<br>Gen Fund \$ 601,579                | <b>Evaluation &amp; Treatment</b><br>Katie Anderson / Bryan<br>Ferguson<br><br>FTE 7.6<br>Total Adopted<br>\$1,766,185<br>Gen Fund \$ 1,501,597 | <b>Supervision Services</b><br>Kathryn Anderson / Bryan<br>Ferguson<br><br>FTE 14.55<br>Total Adopted<br>\$2,375,795<br>Gen Fund \$ 2,067,925 | <b>Office of the Director</b><br><br>Christina McMahan /<br>Mark McDonnell<br><br>FTE 6.15<br>Total Adopted<br>\$1,639,258<br>Gen Fund \$ 1,395,562 |
| <b>Assessment</b><br><br>Vacant / Bryan Ferguson<br><br>FTE 9.1<br>Total Adopted<br>\$2,034,891<br>Gen Fund \$ 1,158,802 | <b>Positive Youth Development</b><br>Tanya Kramer<br><br>FTE 8.2<br>Total Adopted<br>\$1,338,133<br>Gen Fund \$ 978,548                         | <b>Victim Services</b><br><br>Tanya Kramer<br><br>FTE 1.4<br>Total Adopted<br>\$256,672<br>Gen Fund \$ 176,963                                | <b>Policy Performance &amp; Research</b><br>Christina McMahan /<br>Mark McDonnell<br><br>FTE 3<br>Total Adopted<br>\$410,024<br>Gen Fund \$ 390,542 |



Juvenile Department

Department Budget Summary by Fund

| <i>Line of Business</i>        | FY 19/20      | FY 19/20         | FY 19/20         | FY 19/20          | FY 19/20         | FY 19/20             | FY19/20   |
|--------------------------------|---------------|------------------|------------------|-------------------|------------------|----------------------|---|
| <i>Program</i>                 | FTE           | Public Safety    | Reformation      | Accountability    | Administration   | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Public Safety                  |               |                  |                  |                   |                  |                      |   |
| Custody Services               | 4.00          | 2,196,592        |                  |                   |                  | 2,196,592            | 601,579   |
| Assessment                     | 9.10          | 2,034,891        |                  |                   |                  | 2,034,891            | 1,158,802   |
| Reformation                    |               |                  |                  |                   |                  |                      |   |
| Evaluation & Treatment         | 7.60          |                  | 1,766,185        |                   |                  | 1,766,185            | 1,501,597   |
| Positive Youth Development     | 8.20          |                  | 1,338,133        |                   |                  | 1,338,133            | 978,548   |
| Accountability                 |               |                  |                  |                   |                  |                      |   |
| Supervision Services           | 14.55         |                  |                  | 2,375,795         |                  | 2,375,795            | 2,067,925   |
| Victim Services                | 1.40          |                  |                  | 256,672           |                  | 256,672              | 176,963   |
| Administration                 |               |                  |                  |                   |                  |                      |   |
| Office of the Director         | 6.15          |                  |                  |                   | 1,639,258        | 1,639,258            | 1,395,562   |
| Policy, Performance & Research | 3.00          |                  |                  |                   | 410,024          | 410,024              | 390,542   |
| <b>TOTAL</b>                   | <b>54.00</b>  | <b>4,231,483</b> | <b>3,104,318</b> | <b>2,632,467</b>  | <b>2,049,282</b> | <b>12,017,550</b>    | <b>8,271,518</b>                                  |
| <b>FY 18/19 Budget</b>         | <b>55.00</b>  | <b>4,508,135</b> | <b>2,508,063</b> | <b>3,686,910</b>  | <b>2,131,216</b> | <b>12,834,324</b>    | <b>8,105,401</b>                                  |
| <b>\$ Increase (Decrease)</b>  | <b>-1.00</b>  | <b>-276,652</b>  | <b>596,255</b>   | <b>-1,054,443</b> | <b>-81,934</b>   | <b>-816,774</b>      | <b>166,117</b>                                    |
| <b>% Increase (Decrease)</b>   | <b>-1.82%</b> | <b>-6.14%</b>    | <b>23.77%</b>    | <b>-28.60%</b>    | <b>-3.84%</b>    | <b>-6.36%</b>        | <b>2.05%</b>                                      |

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



# Public Safety Line of Business

## Custody Services Program

### Purpose Statement

The purpose of the Custody Services Program is to provide safety, security, supervision, and transportation services to in-custody youth so they can be safe and commit no crimes while in custody.

### Performance Narrative Statement

The Custody Services Program includes detention services and the in-custody court transports. Clackamas County youth who are placed in detention are housed at the Donald E. Long Home detention facility in Portland, Oregon. The Juvenile Department has a contract that provides for the health, security and safety needs of the youth in the facility. Youth who are charged with Ballot Measure 11 crimes are also held in detention under this contract. One bed is paid for by the Clackamas County Sheriff's Office for Ballot Measure 11 youth. The Juvenile Department is responsible for transporting in-custody youth to and from Donald E. Long Home detention facility to Court.

### Key Performance Measures

|        |   | FY 16-17<br>Actual | FY17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as<br>of 12/31/18 | FY 19-20<br>Target |
|--------|---|--------------------|-------------------|--------------------|---------------------------------------|--------------------|
| Result | 0% in-custody youth file a substantiated PREA (Prison Rape Elimination Act) violation   | *                  | *                 | 0.00%              | 0.00%                                 | 0.00%              |
| Output | Number of youth with a substantiated PREA violation while in detention custody/Total number of youth admitted to detention  | *                  | *                 | N/A                | 0 out of 227 youth                    | N/A                |
| Result | Less than 5% of youth admissions lodged in detention are involved in an incident report regarding personal injury   | *                  | *                 | 5.00%              | 2.20%                                 | 5.00%              |
| Output | Number of youth admissions to detention who are involved in at least one incident regarding personal injury (defined by either an assault or peer fight)/Total youth admissions | *                  | *                 | N/A                | 5 out of 227 youth                    | N/A                |

\* Data collection not in place. FY18-19 is the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  Y

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419C.001 The system is founded on the principles of personal responsibility, accountability, and reformation within the context of public safety and restitution to the victims and to the community; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. **Shared Services:** with the State as listed on Association of Counties chart. **Grant Funding:** Juvenile Crime Prevention (JCP) Basic & Diversion through State of Oregon, through Oregon Youth Authority. FY 19/20 JCP Basic: \$529,450, JCP Diversion: \$449,359



Public Safety Line of Business

Custody Services Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | 273,456            | 929,188                       | 929,188                           | 434,878                       | (494,310)                      | -53.2%                           |
| Federal Grants & Revenues                       | -                  | 14,361             | -                             | -                                 | -                             | -                              | 0%                               |
| State Grants & Revenues                         | -                  | 117,359            | 942,827                       | 942,827                           | 978,809                       | 35,982                         | 3.8%                             |
| Local Grants & Revenues                         | -                  | 13,005             | 65,256                        | 15,000                            | 65,256                        | -                              | 0%                               |
| Charges for Service                             | -                  | 6,798              | 318,621                       | -                                 | -                             | (318,621)                      | -100.0%                          |
| Other Revenues                                  | -                  | 328                | -                             | -                                 | -                             | -                              | 0%                               |
| Interfund Transfers                             | -                  | 761,485            | 1,054,283                     | 1,102,176                         | 717,649                       | (336,634)                      | -31.9%                           |
| <b>Operating Revenue</b>                        | -                  | <b>913,336</b>     | <b>2,380,987</b>              | <b>2,060,003</b>                  | <b>1,761,714</b>              | <b>(619,273)</b>               | <b>-26.0%</b>                    |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>1,186,792</b>   | <b>3,310,175</b>              | <b>2,989,191</b>                  | <b>2,196,592</b>              | <b>(1,113,583)</b>             | <b>-33.6%</b>                    |
| Personnel Services                              | -                  | 536,696            | 999,487                       | 765,157                           | 553,230                       | (446,257)                      | -44.6%                           |
| Materials & Services                            | -                  | 330,569            | 2,222,520                     | 1,762,545                         | 1,560,816                     | (661,704)                      | -29.8%                           |
| Cost Allocation Charges                         | -                  | 61,767             | 88,168                        | 88,168                            | 82,546                        | (5,622)                        | -6.4%                            |
| Capital Outlay                                  | -                  | -                  | -                             | 9,846                             | -                             | -                              | 0%                               |
| <b>Operating Expenditure</b>                    | -                  | <b>929,032</b>     | <b>3,310,175</b>              | <b>2,625,716</b>                  | <b>2,196,592</b>              | <b>(1,113,583)</b>             | <b>-33.6%</b>                    |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>929,032</b>     | <b>3,310,175</b>              | <b>2,625,716</b>                  | <b>2,196,592</b>              | <b>(1,113,583)</b>             | <b>-33.6%</b>                    |
| <b>General Fund Support (if applicable)</b>     | <b>0</b>           | <b>761,485</b>     | <b>1,054,283</b>              | <b>989,391</b>                    | <b>601,579</b>                | <b>(452,704)</b>               | <b>-42.9%</b>                    |
| Full Time Equiv Pos (FTE) Budgeted              |                    | 5.25               | 7.50                          | 7.50                              | 4.00                          | (3.50)                         | -46.67%                          |
| Full Time Equiv Pos (FTE) Filled at Yr End      |                    |                    |                               | 5.00                              |                               |                                |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      |                    |                    |                               | 2.50                              |                               |                                |                                  |

Significant Issues and Changes

FY 19/20, Detention Bed rates increased from \$309 per bed per day to \$318 per bed per day. The Juvenile Department intends to decrease beds by two to 13 beds based on usage during FY 18/19 and the imposed constraint on the available FY19/20 General Fund. Additionally, FY18/19 was the department's first year utilizing Performance Clackamas and the adjustments better reflect future efforts.



# Public Safety Line of Business

## Assessment Program

### Purpose Statement

The purpose of the Assessment Program is to provide assessment services to youth referred to the Department so they can be matched with the appropriate level of monitoring and services.

### Performance Narrative Statement

The Clackamas County Juvenile Department manages the Juvenile Intake and Assessment Center (JIAC) which is a twenty-four hour/seven day a week assessment center. The JIAC provides a temporary holding facility for youth in custody allowing law enforcement to return to their patrol duties in a timely manner. JIAC staff conduct intake assessments, screen for community safety and arrange for appropriate release. All youth brought to the JIAC are screened for issues related to physical health, substance use, mental health issues, and suicide and self-harming behaviors. More in depth screenings for substance abuse, suicide, violence and self-injury are conducted as necessary. Youth posing community safety concern or flight risk may be placed in juvenile detention. JIAC staff coordinate services with other agencies and develop comprehensive plans which focus on community safety as well as the immediate needs of the youth. The Juvenile Department's involvement with the Student Threat Assessment initiative and its future work with implementing the Crossover Youth Practice Model will ensure that youth who need services are identified early on, and that appropriate assessment is occurring prior to release or detention decisions being made.

### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as<br>of 12/31/18 | FY19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|-------------------|
| Result | 80% of youth referred by law enforcement for criminal referrals are assessed for their risk and needs by the Juvenile Department Intake and Assessment Center  | *                  | *                  | 80.00%             | 37.24%                                | 80.00%            |
| Output | Number of total Clackamas County criminal referrals brought to the Intake and Assessment Center by law enforcement and assessed for risk and needs/Total number of criminal referrals sent to Clackamas County Juvenile by law enforcement | *                  | *                  | N/A                | 200 out of 537 youth                  | N/A               |

\* Data collection not in place. FY18-19 is the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.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.



Public Safety Line of Business

Assessment Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | 247,413            | -                             | -                                 | 655,239                       | 655,239                        | 0%                               |
| Federal Grants & Revenues                       | -                  | 12,993             | -                             | -                                 | -                             | -                              | 0%                               |
| State Grants & Revenues                         | -                  | 106,182            | -                             | -                                 | 142,334                       | 142,334                        | 0%                               |
| Local Grants & Revenues                         | -                  | 11,766             | -                             | -                                 | -                             | -                              | 0%                               |
| Charges for Service                             | -                  | 6,151              | 64,716                        | -                                 | -                             | (64,716)                       | -100.0%                          |
| Other Revenues                                  | -                  | 297                | -                             | -                                 | -                             | -                              | 0%                               |
| Interfund Transfers                             | -                  | 688,963            | 1,133,244                     | 1,166,228                         | 1,237,318                     | 104,074                        | 9.2%                             |
| <b>Operating Revenue</b>                        | -                  | <b>826,352</b>     | <b>1,197,960</b>              | <b>1,166,228</b>                  | <b>1,379,652</b>              | <b>181,692</b>                 | <b>15.2%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>1,073,765</b>   | <b>1,197,960</b>              | <b>1,166,228</b>                  | <b>2,034,891</b>              | <b>836,931</b>                 | <b>69.9%</b>                     |
| Personnel Services                              | -                  | 485,582            | 1,059,319                     | 1,050,425                         | 1,413,228                     | 353,909                        | 33.4%                            |
| Materials & Services                            | -                  | 299,086            | 67,005                        | 69,740                            | 526,204                       | 459,199                        | 685.3%                           |
| Cost Allocation Charges                         | -                  | 55,885             | 71,636                        | 71,636                            | 95,459                        | 23,823                         | 33.3%                            |
| <b>Operating Expenditure</b>                    | -                  | <b>840,553</b>     | <b>1,197,960</b>              | <b>1,191,801</b>                  | <b>2,034,891</b>              | <b>836,931</b>                 | <b>69.9%</b>                     |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>840,553</b>     | <b>1,197,960</b>              | <b>1,191,801</b>                  | <b>2,034,891</b>              | <b>836,931</b>                 | <b>69.9%</b>                     |
| <b>General Fund Support (if applicable)</b>     | -                  | <b>688,963</b>     | <b>1,133,244</b>              | <b>1,101,512</b>                  | <b>1,158,802</b>              | <b>25,558</b>                  | <b>2.3%</b>                      |
| Full Time Equiv Pos (FTE) Budgeted              |                    | 4.75               | 6.50                          | 6.50                              | 9.10                          | 2.60                           | 40.00%                           |
| Full Time Equiv Pos (FTE) Filled at Yr End      |                    |                    |                               | 5.00                              |                               |                                |                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      |                    |                    |                               | 1.50                              |                               |                                |                                  |

**Significant Issues and Changes**

FY18/19 was the department's first year utilizing Performance Clackamas and the adjustments better reflect current and future efforts. The department instituted a new case assignment protocol which centralizes risk assessment services to a designated work team to increase the quality of assessments. This program is part of our Evidence-Based Decision-Making model initiative, which is a multidisciplinary collaboration with the District Attorney's Office, Behavioral Health, North Clackamas School District, the Court, and various service providers, in consultation with Georgetown University's Center for Juvenile Justice Reform.





# Reformation Line of Business

## Evaluation & Treatment Program

### Purpose Statement

The purpose of the Evaluation and Treatment Services Program is to provide targeted evaluation services, treatment referrals and compliance monitoring services to youth referred to the Department so they can successfully complete treatment that promotes 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 tool, which is one aspect 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 a strong support systems as they progress through their specific treatment and intervention plans.

### Key Performance Measures

|        |   | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY19-20 Target |
|--------|---|-----------------|-----------------|-----------------|---------------------------------|----------------|
| Result | 65% of identified youth successfully complete Drug & Alcohol Treatment  | *               | *               | 65.00%          | 90.91%                          | 65.00%         |
| Output | Probation Youth who had been identified with a Juvenile Crime Prevention Assessment as substance use causing problems in youth's life, received substance treatment prior to completion of probation/Total identified | *               | *               | N/A             | 20 out of 22 youth              | N/A            |
| Result | 85% of identified youth successfully complete Sex Offense Specific Treatment  | *               | *               | 85.00%          | 100.00%                         | 85.00%         |
| Output | Probation Youth with a sex offense charge, received sex offense specific treatment prior to completion of probation/Total completed probation with sex offense charge   | *               | *               | N/A             | 6 out of 6 youth                | N/A            |

\* Data collection not in place. FY18-19 is the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Title IV-E through State of Oregon, Department of Human Services \$62,419; Criminal Justice Commission Drug Court \$5,352



Reformation Line of Business

Evaluation & Treatment Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | 533,890            | -                             | -                                 | 61,572                        | 61,572                         | 0%                                  |
| Federal Grants & Revenues                       | -                  | 28,038             | 91,929                        | -                                 | 63,421                        | (28,508)                       | -31.0%                              |
| State Grants & Revenues                         | -                  | 229,129            | 99,981                        | 99,759                            | 139,595                       | 39,614                         | 39.6%                               |
| Local Grants & Revenues                         | -                  | 25,391             | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | -                  | 13,272             | -                             | -                                 | -                             | -                              | 0%                                  |
| Other Revenues                                  | -                  | 641                | -                             | -                                 | -                             | -                              | 0%                                  |
| Interfund Transfers                             | -                  | 1,486,709          | 1,320,370                     | 1,314,170                         | 1,501,597                     | 181,227                        | 13.7%                               |
| <b>Operating Revenue</b>                        | -                  | <b>1,783,180</b>   | <b>1,512,280</b>              | <b>1,413,929</b>                  | <b>1,704,613</b>              | <b>192,333</b>                 | <b>12.7%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>2,317,070</b>   | <b>1,512,280</b>              | <b>1,413,929</b>                  | <b>1,766,185</b>              | <b>253,905</b>                 | <b>16.8%</b>                        |
| Personnel Services                              | -                  | 1,047,834          | 1,112,609                     | 1,074,845                         | 1,003,759                     | (108,850)                      | -9.8%                               |
| Materials & Services                            | -                  | 645,397            | 300,482                       | 283,996                           | 654,517                       | 354,035                        | 117.8%                              |
| Cost Allocation Charges                         | -                  | 120,593            | 99,189                        | 99,189                            | 107,909                       | 8,720                          | 8.8%                                |
| <b>Operating Expenditure</b>                    | -                  | <b>1,813,824</b>   | <b>1,512,280</b>              | <b>1,458,030</b>                  | <b>1,766,185</b>              | <b>253,905</b>                 | <b>16.8%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>1,813,824</b>   | <b>1,512,280</b>              | <b>1,458,030</b>                  | <b>1,766,185</b>              | <b>253,905</b>                 | <b>16.8%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | <b>1,486,709</b>   | <b>1,320,370</b>              | <b>1,314,170</b>                  | <b>1,501,597</b>              | <b>181,227</b>                 | <b>13.7%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              |                    | 10.25              | 9.00                          | 9.00                              | 7.60                          | (1.40)                         | -15.6%                              |
| Full Time Equiv Pos (FTE) Filled at Yr End      |                    |                    |                               | 6.50                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      |                    |                    |                               | 2.50                              |                               |                                |                                     |

**Significant Issues and Changes**

FY18/19 was the department's first year utilizing Performance Clackamas and the adjustments better reflect future efforts. This program is part of our Evidence-Based Decision-Making model initiative, which is a multidisciplinary collaboration with the District Attorney's Office, Behavioral Health, North Clackamas School District, the Court, and various service providers, in consultation with Georgetown University's Center for Juvenile Justice Reform.



## Reformation Line of Business

### Positive Youth Development Program

#### Purpose Statement

The purpose of the Positive Youth Development Program is to provide skills, character, competency development, and community connection services to youth so they can experience positive change, increase self-confidence 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, community service, pro-social activities, skills groups, educational support, job training/work readiness opportunities, and internships. These interventions and services are provided by staff and partners who have received training, including Restorative Justice training, so youth experience opportunities with positive adult role models who are invested in recognizing the strengths of youth.

#### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 17-18<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>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                                   | *                  | *                  | 85.00%             | 82.61%                                | 85.00%             |
| Output | Probation Youth who had been identified with a Juvenile Crime Prevention Assessment as having significant school attachment and commitment at completion of probation/Total completing probation | *                  | *                  | N/A                | 38 out of 46 youth                    | N/A                |

\* Data collection not in place. FY18-19 is the Department's first year utilizing Performance Clackamas.

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

Explanation

**Mandated Services:** ORS 419C.001 The system 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. **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 \$43,000; Bureau of Land Management \$5,000; Metro Litter \$52,094; Criminal Justice Commission Drug Court \$71,858; Juvenile Crime Prevention (JCP) from State of Oregon Department of Education \$205,836 to fund community-based diversion programs.



Reformation Line of Business

Positive Youth Development Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | 403,673            | -                             | -                                 | 36,230                        | 36,230                         | 0%                                  |
| Federal Grants & Revenues                       | -                  | 21,200             | 10,000                        | 47,250                            | 50,004                        | 40,004                         | 400.0%                              |
| State Grants & Revenues                         | -                  | 173,244            | 115,749                       | 278,585                           | 154,797                       | 39,048                         | 33.7%                               |
| Local Grants & Revenues                         | -                  | 19,198             | 69,094                        | 52,094                            | 68,594                        | (500)                          | -0.7%                               |
| Charges for Service                             | -                  | 10,035             | 48,065                        | 14,294                            | 49,960                        | 1,895                          | 3.9%                                |
| Other Revenues                                  | -                  | 485                | -                             | 50                                | -                             | -                              | 0%                                  |
| Interfund Transfers                             | -                  | 1,124,097          | 752,875                       | 793,413                           | 978,548                       | 225,673                        | 30.0%                               |
| <b>Operating Revenue</b>                        | -                  | <b>1,348,259</b>   | <b>995,783</b>                | <b>1,185,686</b>                  | <b>1,301,903</b>              | <b>306,120</b>                 | <b>30.7%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>1,751,932</b>   | <b>995,783</b>                | <b>1,185,686</b>                  | <b>1,338,133</b>              | <b>342,350</b>                 | <b>34.4%</b>                        |
| Personnel Services                              | -                  | 792,265            | 658,333                       | 666,345                           | 914,601                       | 256,268                        | 38.9%                               |
| Materials & Services                            | -                  | 487,983            | 263,609                       | 466,416                           | 330,861                       | 67,252                         | 25.5%                               |
| Cost Allocation Charges                         | -                  | 91,180             | 73,841                        | 73,841                            | 92,671                        | 18,830                         | 25.5%                               |
| <b>Operating Expenditure</b>                    | -                  | <b>1,371,428</b>   | <b>995,783</b>                | <b>1,206,602</b>                  | <b>1,338,133</b>              | <b>342,350</b>                 | <b>34.4%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>1,371,428</b>   | <b>995,783</b>                | <b>1,206,602</b>                  | <b>1,338,133</b>              | <b>342,350</b>                 | <b>34.4%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | <b>1,124,097</b>   | <b>752,875</b>                | <b>793,413</b>                    | <b>978,548</b>                | <b>225,673</b>                 | <b>30.0%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              |                    | 7.75               | 7.70                          | 7.70                              | 8.20                          | 0.50                           | 6.5%                                |
| Full Time Equiv Pos (FTE) Filled at Yr End      |                    |                    |                               | 6.70                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      |                    |                    |                               | 1.00                              |                               |                                |                                     |

**Significant Issues and Changes**

FY18/19, \$28,878 a US Department of Justice Grant is withheld until the County provides a certification of compliance corresponding to State laws. This would have funded support for a Cognitive Skills Group. In FY 17/18 we had received \$25,771 that funded support for a Diversion Program. Due to the same compliance issue we will not receive this grant. Additionally FY18/19 was the department's first year utilizing Performance Clackamas and the adjustments better reflect current and future efforts. This program is part of our Evidence-Based Decision-Making model initiative, which is a multidisciplinary collaboration with the District Attorney's Office, Behavioral Health, North Clackamas School District, the Court, and various service providers, in consultation with Georgetown University's Center for Juvenile Justice Reform.



# Accountability Line of Business

## Supervision Services Program

### Purpose Statement

The purpose of the Supervision Services Program is to provide intervention, accountability and support services to youth referred to the Department so they can stop committing offenses, understand the impact of their actions, repair harm, and make positive change.

### Performance Narrative Statement

The Juvenile Department seeks to provide an appropriate level of intervention and supervision to youth who are placed on a formal accountability agreement or those placed on formal court probation. The level of supervision youth receive is based on a variety of factors that includes a comprehensive assessment conducted by Juvenile Counselors, additional evaluation by community partners if deemed appropriate, followed by referrals to Juvenile Department programs to develop interpersonal skills and increase awareness of their impact on their communities, or to community based treatment services. The Supervision Services Program ensures youth receive the appropriate level of supervision and support in the community while helping to develop natural supports that will continue beyond the involvement of the Juvenile Department. The Supervision Services Program conducts on-going assessment of risk and need and makes adjustments to services and interventions as appropriate.

### Key Performance Measures

|        |  | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY19-20<br>Target |
|--------|--|--------------------|--------------------|--------------------|---------------------------------------|-------------------|
| Result | 81% of youth do not have a new criminal referral within 1 year of their first previous criminal referral   | *                  | *                  | 83.00%             | 80.19%                                | 83.00%            |
| Output | Number of youth with no subsequent criminal referrals 12 month following a criminal referral in the prior calendar year/Total with criminal referral prior year. | *                  | *                  | N/A                | 417 out of 520 youth                  | N/A               |
| Result | 95% of youth successfully complete their restitution obligation  | *                  | *                  | 95.00%             | 93.02%                                | 95.00%            |
| Output | Number of youth with court ordered and/or juvenile department directed restitution paid in full at case closure/Number of youth closed with restitution orders   | *                  | *                  | N/A                | 40 out of 43 youth                    | N/A               |
| Result | 90% of youth are crime free a year after being on probation in the juvenile justice system   | *                  | *                  | 90.00%             | 93.41%                                | 90.00%            |
| Output | Number of youth with no criminal referral in the 12 months following closure of probation order/Probation orders closed  | *                  | *                  | N/A                | 85 out of 91 youth                    | N/A               |

\* Data collection not in place. FY18-19 is the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  Y

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.230 Formal accountability agreements; when appropriate; consultation with victim. (1) A formal accountability agreement may be entered into when a youth has been referred to a county juvenile department, and a juvenile department counselor has probable cause to believe that the youth may be found to be within the jurisdiction of the juvenile court for one or more acts specified in ORS 419C.005; 419C.446 Probation; requirements. (1) When a court determines it would be in the best interest and welfare of a youth offender, the court may place the youth offender on probation. The court may direct that the youth offender remain in the legal custody of the youth offender's parents or other person with whom the youth offender is living, or the court may direct that the youth offender be placed in the legal custody of some relative or some person maintaining a foster home approved by the court, or in a child care center or a youth care center authorized to accept the youth offender; (2) The court may specify particular requirements to be observed during the probation consistent with recognized juvenile court practice, including but not limited to restrictions on visitation by the youth offender's parents, restrictions on the youth offender's associates, occupation and activities, restrictions on and requirements to be observed by the person having the youth offender's legal custody, requirements for visitation by and consultation with a juvenile counselor or other suitable counselor, requirements to make restitution under ORS 419C.450, requirements of a period of detention under ORS 419C.453, requirements to pay a fine under ORS 419C.459, requirements to pay a supervision fee under ORS 419C.449, requirements to perform community service under ORS 419C.462, or service for the victim under ORS 419C.465, or requirements to submit to blood or buccal testing under ORS 419C.473. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Title IV-E through State of Oregon, Department of Human Services \$5,010; Medicaid Reimbursements \$150,000; Criminal Justice Commission Drug Court \$6,010



Accountability Line of Business

Supervision Services Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | 729,216            | 1,620,143                     | 1,620,143                         | 176,343                       | (1,443,800)                    | -89.1%                              |
| Federal Grants & Revenues                       | -                  | 38,296             | 49,612                        | 70,939                            | 2,004                         | (47,608)                       | -96.0%                              |
| State Grants & Revenues                         | -                  | 312,956            | 80,777                        | 131,456                           | 129,023                       | 48,246                         | 59.7%                               |
| Local Grants & Revenues                         | -                  | 34,680             | -                             | -                                 | 500                           | 500                            | 0%                                  |
| Charges for Service                             | -                  | 18,128             | -                             | -                                 | -                             | -                              | 0%                                  |
| Other Revenues                                  | -                  | 875                | -                             | -                                 | -                             | -                              | 0%                                  |
| Interfund Transfers                             | -                  | 2,030,627          | 1,780,876                     | 1,787,936                         | 2,067,925                     | 287,049                        | 16.1%                               |
| <b>Operating Revenue</b>                        | -                  | <b>2,435,562</b>   | <b>1,911,265</b>              | <b>1,990,331</b>                  | <b>2,199,452</b>              | <b>288,187</b>                 | <b>15.1%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>3,164,778</b>   | <b>3,531,408</b>              | <b>3,610,474</b>                  | <b>2,375,795</b>              | <b>(1,155,613)</b>             | <b>-32.7%</b>                       |
| Personnel Services                              | -                  | 1,431,188          | 1,328,637                     | 1,275,271                         | 1,728,680                     | 400,043                        | 30.1%                               |
| Materials & Services                            | -                  | 881,517            | 2,073,277                     | 968,326                           | 483,775                       | (1,589,502)                    | -76.7%                              |
| Cost Allocation Charges                         | -                  | 164,713            | 129,494                       | 129,494                           | 163,340                       | 33,846                         | 26.1%                               |
| <b>Operating Expenditure</b>                    | -                  | <b>2,477,418</b>   | <b>3,531,408</b>              | <b>2,373,091</b>                  | <b>2,375,795</b>              | <b>(1,155,613)</b>             | <b>-32.7%</b>                       |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>2,477,418</b>   | <b>3,531,408</b>              | <b>2,373,091</b>                  | <b>2,375,795</b>              | <b>(1,155,613)</b>             | <b>-32.7%</b>                       |
| <b>General Fund Support (if applicable)</b>     | -                  | <b>2,030,627</b>   | <b>1,780,876</b>              | <b>1,787,936</b>                  | <b>2,067,925</b>              | <b>287,049</b>                 | <b>16.1%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              |                    | 14.00              | 11.75                         | 11.75                             | 14.55                         | 2.80                           | 23.8%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      |                    |                    |                               | 8.25                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      |                    |                    |                               | 3.50                              |                               |                                |                                     |

**Significant Issues and Changes**

FY18/19 was the department's first year utilizing Performance Clackamas and the adjustments better reflect future efforts. This program is part of our Evidence-Based Decision-Making model initiative, which is a multidisciplinary collaboration with the District Attorney's Office, Behavioral Health, North Clackamas School District, the Court, and various service providers, in consultation with Georgetown University's Center for Juvenile Justice Reform.



# Accountability Line of Business

## Victim Services Program

### Purpose Statement

The purpose of the Victim Services Program is to provide restorative engagement and 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. Our proactive outreach and restorative engagement with victims of juvenile offenders is intended to express the community's awareness and concern that these community members have been harmed by crime. It is important that we understand what harm they have experienced and how we, as representatives of the community, 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 Victim Offender Dialogues.

### Key Performance Measures

|        |  | FY 16-17 Actual | FY 17-18 Actual           | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY19-20 Target |
|--------|--|-----------------|---------------------------|-----------------|---------------------------------|----------------|
| Result | 87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff                                      | 83.58%          | 86.49%                    | 87.00%          | 66.67%                          | 87.00%         |
| Output | Victim survey respondents who agreed with all 6 questions about respect and communication/All surveys received                                   | 56 out of 67    | 32 out of 37 <sub>2</sub> | N/A             | 8 out of 12 <sub>1</sub>        | N/A            |
| Result | 80% of property crime victims will be initially contacted to inform them of Victim Offender Dialogue services                                    | *               | *                         | 80.00%          | 81.20%                          | 80.00%         |
| Output | Number of property crime victims that were mailed Victim Packet and contacted by phone (at least 2 attempts)/Total number property crime victims | *               | *                         | N/A             | 95 out of 117                   | N/A            |

\* Data collection not in place. FY18-19 is the Department's first year utilizing Performance Clackamas.

<sub>1</sub> Outputs were significantly lower than anticipated because the Volunteer and Intern Coordinator position remained vacant for the majority of 2018. This resulted in a lack of consistency for interns to perform the additional follow-up call when a mailed survey was not returned.

<sub>2</sub> Outputs declined due to staffing changes, which interrupted existing intern recruitment specific for the Victim Services Program in 2017.

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.273 Right of victim to be present at proceedings; advice of rights; notice; (b) The victim must be informed of any constitutional rights of the victim; 419C.450 Restitution (1)(a) It is the policy of the State of Oregon to encourage and promote the payment of restitution and other obligations by youth offenders as well as by adult offenders. In any case within the jurisdiction of the juvenile court pursuant to ORS 419C.005 in which the youth offender caused another person any physical, emotional or psychological injury or any loss of or damage to property, the victim has the right to receive prompt restitution. **Shared Services** with the State as listed on Association of Counties chart. Grant Funding: Title IV-E through State of Oregon, Department of Human Services \$24,500



Accountability Line of Business

Victim Services Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | 78,130             | -                             | -                                 | 55,209                        | 55,209                         | 0%                                  |
| Federal Grants & Revenues                       | -                  | 4,103              | -                             | -                                 | 24,500                        | 24,500                         | 0%                                  |
| State Grants & Revenues                         | -                  | 33,531             | -                             | -                                 | -                             | -                              | 0%                                  |
| Local Grants & Revenues                         | -                  | 3,716              | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | -                  | 1,942              | -                             | -                                 | -                             | -                              | 0%                                  |
| Other Revenues                                  | -                  | 94                 | -                             | -                                 | -                             | -                              | 0%                                  |
| Interfund Transfers                             | -                  | 217,567            | 155,502                       | 155,502                           | 176,963                       | 21,461                         | 13.8%                               |
| <b>Operating Revenue</b>                        | -                  | <b>260,953</b>     | <b>155,502</b>                | <b>155,502</b>                    | <b>201,463</b>                | <b>45,961</b>                  | <b>29.6%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>339,083</b>     | <b>155,502</b>                | <b>155,502</b>                    | <b>256,672</b>                | <b>101,170</b>                 | <b>65.1%</b>                        |
| Personnel Services                              | -                  | 153,342            | 110,455                       | 110,455                           | 154,325                       | 43,870                         | 39.7%                               |
| Materials & Services                            | -                  | 94,448             | 32,374                        | 32,519                            | 86,476                        | 54,102                         | 167.1%                              |
| Cost Allocation Charges                         | -                  | 17,648             | 12,673                        | 12,673                            | 15,871                        | 3,198                          | 25.2%                               |
| <b>Operating Expenditure</b>                    | -                  | <b>265,438</b>     | <b>155,502</b>                | <b>155,647</b>                    | <b>256,672</b>                | <b>101,170</b>                 | <b>65.1%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>265,438</b>     | <b>155,502</b>                | <b>155,647</b>                    | <b>256,672</b>                | <b>101,170</b>                 | <b>65.1%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | <b>217,567</b>     | <b>155,502</b>                | <b>155,502</b>                    | <b>176,963</b>                | <b>21,461</b>                  | <b>13.8%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              |                    | 1.50               | 1.15                          | 1.15                              | 1.40                          | 0.25                           | 21.7%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      |                    |                    |                               | 1.15                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      |                    |                    |                               | -                                 |                               |                                |                                     |

**Significant Issues and Changes**

FY18/19 was the department's first year utilizing Performance Clackamas and the adjustments better reflect future efforts.





# Administration Line of Business

## Office of the Director Program

### Purpose Statement

The purpose of the Office of the Director program is to provide strategic direction, leadership, resource management, foster community engagement and collaboration, administrative support, and continuous quality improvement services for the Juvenile Department so it can foster and sustain high performance, responsive, and customer-focused organization and culture 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, and fiscal direction to achieve its mission to provide prevention, intervention and juvenile justice services to youth and families so they can experience positive change, repair harm to victims, and become contributing members of our community. The Director's Office program monitors the daily operations of an agency that promotes community safety through supervision and treatment resources to youth to address the underlying issues and problems that drive delinquency. It is the role of the Director's Office program to hold the Department accountable to county residents, the Board of County Commissioners and system partners. The Director's Office program oversees administrative functions that support our direct service work. The Administrative Services team provides fiscal management of our county, local, state, and federal funds. The Director's Office program works to enhance community engagement and create strategic and functional partnerships. It also provides leadership and direction in the areas of policy, performance, program evaluation, research, and the implementation of best practices.

### Key Performance Measures

|        |  | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18       | FY19-20 Target |
|--------|--|-----------------|-----------------|-----------------|---------------------------------------|----------------|
| Result | 70% of identified Strategic Results were achieved  | *               | *               | 70.00%          | 0.00%                                 | 70.00%         |
| Output | Number of Strategic Results met or exceeded target/Total number of Strategic Results                       | *               | *               | 7 out of 9      | 0 out of 9                            | 7 out of 9     |
| Result | 98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system          | *               | *               | 98.00%          | 97.75%                                | 98.00%         |
| Output | The number of Clackamas County youth ages 10-17 who do not become involved in the juvenile justice system. | *               | *               | N/A             | 41,516 youth ages 10-17 out of 42,471 | N/A            |

\* Data collection not in place. FY18-19 is the Department's first year utilizing Performance Clackamas.

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419A.010 Appointment of counselors and director; juvenile director oversight committee (1)(a) Subject to paragraph (b) of this subsection, the governing body of any county, after consultation with the judges of the juvenile court in that county, shall appoint or designate one or more persons of good moral character as counselors of the juvenile department of the county, to serve at the pleasure of and at a salary designated by the governing body of the county. **Shared Services** with the State as listed on Association of Counties chart.



Administration Line of Business

Office of the Director Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | 390,652            | 150,000                       | 150,000                           | 239,172                       | 89,172                         | 59.4%                               |
| Federal Grants & Revenues                       | -                  | 20,516             | 44,100                        | -                                 | -                             | (44,100)                       | -100.0%                             |
| State Grants & Revenues                         | -                  | 167,655            | -                             | -                                 | -                             | -                              | 0%                                  |
| Local Grants & Revenues                         | -                  | 18,578             | -                             | -                                 | -                             | -                              | 0%                                  |
| Charges for Service                             | -                  | 9,711              | 25,365                        | 4,525                             | 4,524                         | (20,841)                       | -82.2%                              |
| Other Revenues                                  | -                  | 469                | 3,500                         | -                                 | -                             | (3,500)                        | -100.0%                             |
| Interfund Transfers                             | -                  | 1,087,836          | 1,683,319                     | 1,738,545                         | 1,395,562                     | (287,757)                      | -17.1%                              |
| <b>Operating Revenue</b>                        | -                  | <b>1,304,765</b>   | <b>1,756,284</b>              | <b>1,743,070</b>                  | <b>1,400,086</b>              | <b>(356,198)</b>               | <b>-20.3%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>1,695,417</b>   | <b>1,906,284</b>              | <b>1,893,070</b>                  | <b>1,639,258</b>              | <b>(267,026)</b>               | <b>-14.0%</b>                       |
| Personnel Services                              | -                  | 766,707            | 1,420,134                     | 1,391,778                         | 1,122,359                     | (297,775)                      | -21.0%                              |
| Materials & Services                            | -                  | 472,242            | 223,187                       | 282,166                           | 250,470                       | 27,283                         | 12.2%                               |
| Indirect Costs (Internal Dept Chgs)             | -                  | -                  | -                             | 2,000                             | -                             | -                              | 0%                                  |
| Cost Allocation Charges                         | -                  | 88,238             | 112,963                       | 112,963                           | 116,429                       | 3,466                          | 3.1%                                |
| Capital Outlay                                  | -                  | 1,013              | -                             | -                                 | -                             | -                              | 0%                                  |
| <b>Operating Expenditure</b>                    | -                  | <b>1,328,200</b>   | <b>1,756,284</b>              | <b>1,788,907</b>                  | <b>1,489,258</b>              | <b>(267,026)</b>               | <b>-15.2%</b>                       |
| Contingency                                     | -                  | -                  | 150,000                       | -                                 | 150,000                       | -                              | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>1,328,200</b>   | <b>1,906,284</b>              | <b>1,788,907</b>                  | <b>1,639,258</b>              | <b>(267,026)</b>               | <b>-14.0%</b>                       |
| <b>General Fund Support (if applicable)</b>     | -                  | <b>1,087,836</b>   | <b>1,683,319</b>              | <b>1,738,545</b>                  | <b>1,395,562</b>              | <b>(287,757)</b>               | <b>-17.1%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              |                    | 6.50               | 10.25                         | 10.25                             | 6.15                          | -4.10                          | -40.0%                              |
| Full Time Equiv Pos (FTE) Filled at Yr End      |                    |                    |                               | 7.25                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      |                    |                    |                               | 3.00                              |                               |                                |                                     |

**Significant Issues and Changes**

FY18/19 was the department's first year utilizing Performance Clackamas and the adjustments better reflect future efforts.



## Administration Line of Business

### Policy, Performance & Research Program

#### Purpose Statement

The purpose of the Policy, Performance and Research Program is to provide strategic analysis, identification, planning, and conducting comprehensive evaluations to measure effectiveness of department programs, services, policies, and operating procedures, as well as coordinating operational improvement projects and services for the Juvenile Department so it can align with its mission and desired strategic results.

#### Performance Narrative Statement

The Policy, Performance and Research Program (PPRP) establishes criteria to identify and measure quality, effectiveness and compliance. It develops, recommends and tracks department performance measures and evaluates performance in relation to department goals and budget. The PPRP supports Department wide planning efforts by: providing recommendations on organizational improvement methods based on evidence based practices; proposing implementation options; developing and recommending methods to improve operations; and developing processes for systematic organizational improvement. PPRP staff prepare comprehensive reports and presentations, including submissions/reporting to outside agencies, department leadership and staff. Program staff lead and facilitate planning meetings with cross-functional and interdisciplinary teams to identify organizational and system improvements. The Policy, Performance and Research Program provides strategic analysis, planning and support to several key initiatives, both internal and multidisciplinary, such as the Clackamas County Multi-System Collaborative Council, the Evidence-Based Decision-Making Platform team and Standardized Program Evaluation Protocol (SPEP), and the Clackamas County Crossover Youth Practice Model Initiative.

#### Key Performance Measures

|        |   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY19-20<br>Target |
|--------|---|--------------------|--------------------|--------------------|---------------------------------------|-------------------|
| Result | 100% of identified Strategic Results are measured and reported  | *                  | *                  | 100%               | 66.67%                                | 100.00%           |
| Output | Number of Strategic Results that are measured and reported/Total number of Strategic Results identified in CCJD's Strategic Business Plan       | *                  | *                  | 9 Results          | 6 out of 9                            | 9 Results         |
| Result | 100% of identified Performance Measures results are measured and reported   | *                  | *                  | 100%               | 75.00%                                | 100.00%           |
| Output | Number of Performance Measures that are measured and reported/Total number of Performance Measures identified in CCJD's Strategic Business Plan | *                  | *                  | 28 Measures        | 21 out of 28 Measures                 | 28 Measures       |

\* Data collection not in place. FY18-19 is the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation

**Mandated Services:** ORS 419C.001 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.



Administration Line of Business

Policy, Performance & Research Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | <b>208,347</b>     | -                             | -                                 | <b>19,482</b>                 | <b>19,482</b>                  | <b>0%</b>                           |
| Federal Grants & Revenues                       | -                  | 10,942             | -                             | -                                 | -                             | -                              | <b>0%</b>                           |
| State Grants & Revenues                         | -                  | 89,416             | -                             | -                                 | -                             | -                              | <b>0%</b>                           |
| Local Grants & Revenues                         | -                  | 9,909              | -                             | -                                 | -                             | -                              | <b>0%</b>                           |
| Charges for Service                             | -                  | 5,179              | -                             | -                                 | -                             | -                              | <b>0%</b>                           |
| Other Revenues                                  | -                  | 250                | -                             | 60                                | -                             | -                              | <b>0%</b>                           |
| Interfund Transfers                             | -                  | 580,179            | 224,932                       | 224,932                           | 390,542                       | <b>165,610</b>                 | <b>73.6%</b>                        |
| <b>Operating Revenue</b>                        | -                  | <b>695,875</b>     | <b>224,932</b>                | <b>224,992</b>                    | <b>390,542</b>                | <b>165,610</b>                 | <b>73.6%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | <b>904,222</b>     | <b>224,932</b>                | <b>224,992</b>                    | <b>410,024</b>                | <b>185,092</b>                 | <b>82.3%</b>                        |
| Personnel Services                              | -                  | 408,911            | 195,452                       | 132,419                           | 373,178                       | <b>177,726</b>                 | <b>90.9%</b>                        |
| Materials & Services                            | -                  | 251,862            | 11,297                        | 10,551                            | 9,267                         | <b>(2,030)</b>                 | <b>-18.0%</b>                       |
| Cost Allocation Charges                         | -                  | 47,061             | 18,183                        | 18,183                            | 27,579                        | <b>9,396</b>                   | <b>51.7%</b>                        |
| <b>Operating Expenditure</b>                    | -                  | <b>707,834</b>     | <b>224,932</b>                | <b>161,153</b>                    | <b>410,024</b>                | <b>185,092</b>                 | <b>82.3%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | <b>707,834</b>     | <b>224,932</b>                | <b>161,153</b>                    | <b>410,024</b>                | <b>185,092</b>                 | <b>82.3%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | <b>527,179</b>     | <b>224,932</b>                | <b>224,932</b>                    | <b>390,542</b>                | <b>165,610</b>                 | <b>73.6%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              |                    | 4.00               | 1.15                          | 1.15                              | 3.00                          | 1.85                           | 160.9%                              |
| Full Time Equiv Pos (FTE) Filled at Yr End      |                    | 4.00               | -                             | 1.15                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      |                    |                    |                               |                                   |                               |                                |                                     |

**Significant Issues and Changes**

In FY18/19's budget this program was called Community Engagement and Collaboration. FY18/19 was the department's first year utilizing Performance Clackamas process. After review it was determined that the functions better aligned under Positive Youth Development. Additionally, to support the Evidence-Based Decision-Making initiative and Clackamas County's statewide leadership of Juvenile Justice initiatives, the Policy, Performance and Research program was created under the Administration line of business by repurposing the number.



# **Emergency Communications**

**(Clackamas County 911)**

**Cheryl Bledsoe, Director**

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

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



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**CLACKAMAS**  
C O U N T Y



# Department of Communications (9-1-1)

## Department Mission

Provide emergency and non-emergency call response, information and dispatch services to the citizens and agencies we serve so they can have reliable 24/7 access to information and critical life safety services.

|  |  |
|--|--|
| <b>Department of Communications (CCOM 9-1-1)</b> |  |
| Cheryl Bledsoe, Director                         |  |
| FTE 52   |  |
| Total Adopted \$ 9,870,266                       |  |
| General Fund Support \$ -                        |  |

|  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
|--|---|-------------------------------------|---|---|--------------------------|---|---|--|-----------------------------|---------------------------------------|---------------|
| <table border="1" style="width: 100%;"> <tr> <td style="background-color: #d9ead3;"><b>Operations</b><br/>Tony Collins<br/>Total Adopted<br/>\$7,648,133</td> </tr> <tr> <td style="background-color: #fff2cc;">Gen Fund \$ -</td> </tr> </table>                              | <b>Operations</b><br>Tony Collins<br>Total Adopted<br>\$7,648,133 | Gen Fund \$ -                       | <table border="1" style="width: 100%;"> <tr> <td style="background-color: #d9ead3;"><b>Tech Services</b><br/>Toni Sexton<br/>Total Adopted<br/>\$943,907</td> </tr> <tr> <td style="background-color: #fff2cc;">Gen Fund \$ -</td> </tr> </table> | <b>Tech Services</b><br>Toni Sexton<br>Total Adopted<br>\$943,907   | Gen Fund \$ -            | <table border="1" style="width: 100%;"> <tr> <td style="background-color: #d9ead3;"><b>Administration</b><br/>Cheryl Bledsoe<br/>Total Adopted<br/>\$1,278,226</td> </tr> <tr> <td style="background-color: #fff2cc;">Gen Fund \$ -</td> </tr> </table> | <b>Administration</b><br>Cheryl Bledsoe<br>Total Adopted<br>\$1,278,226 | Gen Fund \$ -  |                             |                                       |               |
| <b>Operations</b><br>Tony Collins<br>Total Adopted<br>\$7,648,133  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| Gen Fund \$ -  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| <b>Tech Services</b><br>Toni Sexton<br>Total Adopted<br>\$943,907  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| Gen Fund \$ -  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| <b>Administration</b><br>Cheryl Bledsoe<br>Total Adopted<br>\$1,278,226  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| Gen Fund \$ -  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| <table border="1" style="width: 100%;"> <tr> <td style="background-color: #d9ead3;"><b>Call Taking</b></td> </tr> <tr> <td>FTE 6<br/>Total Adopted<br/>\$760,252</td> </tr> <tr> <td style="background-color: #fff2cc;">Gen Fund \$ -</td> </tr> </table>                      | <b>Call Taking</b>  | FTE 6<br>Total Adopted<br>\$760,252 | Gen Fund \$ -   | <table border="1" style="width: 100%;"> <tr> <td style="background-color: #d9ead3;"><b>911 Tech Services</b></td> </tr> <tr> <td>FTE 5<br/>Total Adopted<br/>\$943,907</td> </tr> <tr> <td style="background-color: #fff2cc;">Gen Fund \$ -</td> </tr> </table> | <b>911 Tech Services</b> | FTE 5<br>Total Adopted<br>\$943,907   | Gen Fund \$ -   | <table border="1" style="width: 100%;"> <tr> <td style="background-color: #d9ead3;"><b>C-COM Administration</b></td> </tr> <tr> <td>FTE 2<br/>Total Adopted<br/>\$1,278,226</td> </tr> <tr> <td style="background-color: #fff2cc;">Gen Fund \$ -</td> </tr> </table> | <b>C-COM Administration</b> | FTE 2<br>Total Adopted<br>\$1,278,226 | Gen Fund \$ - |
| <b>Call Taking</b>   |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| FTE 6<br>Total Adopted<br>\$760,252  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| Gen Fund \$ -  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| <b>911 Tech Services</b>   |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| FTE 5<br>Total Adopted<br>\$943,907  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| Gen Fund \$ -  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| <b>C-COM Administration</b>  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| FTE 2<br>Total Adopted<br>\$1,278,226  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| Gen Fund \$ -  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| <table border="1" style="width: 100%;"> <tr> <td style="background-color: #d9ead3;"><b>Dispatch</b></td> </tr> <tr> <td>FTE 37<br/>Total Adopted<br/>\$6,532,258</td> </tr> <tr> <td style="background-color: #fff2cc;">Gen Fund \$ -</td> </tr> </table>                      |   |                                     | <b>Dispatch</b>   | FTE 37<br>Total Adopted<br>\$6,532,258  | Gen Fund \$ -            |   |   |  |                             |                                       |               |
| <b>Dispatch</b>  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| FTE 37<br>Total Adopted<br>\$6,532,258   |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| Gen Fund \$ -  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| <table border="1" style="width: 100%;"> <tr> <td style="background-color: #d9ead3;"><b>Training &amp; Quality Assurance</b></td> </tr> <tr> <td>FTE 2<br/>Total Adopted<br/>\$355,623</td> </tr> <tr> <td style="background-color: #fff2cc;">Gen Fund \$ -</td> </tr> </table> |   |                                     | <b>Training &amp; Quality Assurance</b>   | FTE 2<br>Total Adopted<br>\$355,623   | Gen Fund \$ -            |   |   |  |                             |                                       |               |
| <b>Training &amp; Quality Assurance</b>  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| FTE 2<br>Total Adopted<br>\$355,623  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |
| Gen Fund \$ -  |   |                                     |   |   |                          |   |   |  |                             |                                       |               |



# Department of Communications (CCOM)

## Department Budget Summary by Fund

| <i>Line of Business</i>       | FY 19/20     | FY 19/20                      | FY 19/20             | FY 19/20  |
|-------------------------------|--------------|-------------------------------|----------------------|---|
| <i>Program</i>                | FTE          | Emergency Communications Fund | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Operations                    |              |                               |                      |   |
| Call Taking                   | 6.00         | 760,252                       | 760,252              |   |
| * Dispatch                    | 37.00        | 6,532,258                     | 6,532,258            |   |
| Training & Quality Assurance  | 2.00         | 355,623                       | 355,623              |   |
|                               |              |                               | -                    |   |
| Technical Services            |              |                               |                      |   |
| 911 Tech Services             | 5.00         | 943,907                       | 943,907              |   |
|                               |              |                               | -                    |   |
| Administration                |              |                               |                      |   |
| Administration                | 2.00         | 1,278,226                     | 1,278,226            |   |
|                               |              |                               | -                    |   |
| <b>TOTAL</b>                  | <b>52.00</b> | <b>9,870,266</b>              | <b>9,870,266</b>     | <b>0</b>  |
| <b>FY 18/19 Budget</b>        | 50.00        | 10,029,380                    | 10,029,380           |   |
| <b>\$ Increase (Decrease)</b> | 2.00         | (159,114)                     | (159,114)            |   |
| <b>% Increase (Decrease)</b>  | 4.00%        | -1.59%                        | -1.59%               |   |

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

\* Dispatch FTE of 37 includes Operations Manager





# Operations Line of Business

## Call Taking Program

### Purpose Statement

The purpose of the Call Taking program is to provide professional call processing and referral services to the public, businesses and government agencies so they can have expedited and efficient access to public safety for non-emergency, emergency and life-critical events.

### Performance Narrative

The Call Taking position was newly approved for the 18-19 FY. CCOM ran open continuous recruitments to fill the positions during the 18-19 FY. We successfully hired 4 external candidates who will be in training for the next 12-16 months. We also had one of our certified dispatchers step down to a Call Taker position for several months. Our goal is to have 6 Call Taker positions filled by the end of FY 19-20.

### Key Performance Measures

|        |  | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|--|-----------------|-----------------|---------------------------------|-----------------|
| Result | 24/7 Call Taking coverage independent of Dispatch                                      | NEW             | NEW             | 4 in training                   | 4 Certified     |
| Result | 95% 911 calls answered in 10 seconds or less (with filter and without filter reported) | NEW             | 95%             | 100%                            | 98%             |
| Output | # In-Bound Calls   | 271,670         | 280,000         | 140,075                         | 275,000         |

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:

C-COM provides 9-1-1 call-taking services as a local Public Safety Answering Point (PSAP) as established under Oregon Revised Statute 403 which outlines the role & responsibilities for 9-1-1 call-taking services inside the state of Oregon.



Operations Line of Business

Call Taking Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | <b>90,953</b>                 | <b>90,953</b>                     | <b>245,097</b>                | <b>154,144</b>                 | <b>169.5%</b><br><b>0%</b>          |
| State Grants & Revenues                         | -                  | -                  | 80,486                        | 856,684                           | 837,500                       | <b>757,014</b>                 | <b>940.6%</b>                       |
| Local Grants & Revenues                         | -                  | -                  | 5,621                         | 14,182                            | 26,982                        | <b>21,361</b>                  | <b>380.0%</b>                       |
| Charges for Service                             | -                  | -                  | 167,592                       | 1,142,542                         | 1,244,761                     | <b>1,077,169</b>               | <b>642.7%</b>                       |
| Other Revenues                                  | -                  | -                  | 1,059                         | 4,940                             | 4,940                         | <b>3,881</b>                   | <b>366.5%</b>                       |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>254,758</b>                | <b>2,018,348</b>                  | <b>2,114,183</b>              | <b>1,859,425</b>               | <b>729.9%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>345,711</b>                | <b>2,109,301</b>                  | <b>2,359,280</b>              | <b>2,013,569</b>               | <b>582.4%</b>                       |
| Personnel Services                              | -                  | -                  | 294,662                       | 763,329                           | 692,312                       | <b>397,650</b>                 | <b>135.0%</b>                       |
| Materials & Services                            | -                  | -                  | 51,049                        | 102,089                           | 67,940                        | <b>16,891</b>                  | <b>33.1%</b>                        |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>345,711</b>                | <b>865,418</b>                    | <b>760,252</b>                | <b>414,541</b>                 | <b>119.9%</b>                       |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>345,711</b>                | <b>865,418</b>                    | <b>760,252</b>                | <b>414,541</b>                 | <b>119.9%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 5.00                          | 5.00                              | 7.00                          | 2.00                           | 40.0%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 3.00                              |                               |                                |                                     |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 2.00                              |                               |                                |                                     |

**Significant Issues and Changes**

- The Call Taking position was newly approved for the 18-19 FY. C-COM ran continuous recruitments to fill the positions during the 18-19 FY. We successfully hired 4 external candidates who will be in training for the next 12-16 months. We also had one of our certified dispatchers step down to a Call Taker position for several months. Our goal is to have 6 Call Takers hired by the end of FY 19-20.
- The revenue and expenditures will not balance as there is a portion of the 9-1-1 tax that we receive that can only be recorded for the Call Taking position



# Operations Line of Business

## Dispatch Program

### Purpose Statement

The purpose of the Dispatch program is to provide call detail information, administrative call support and life safety tracking services to Public Safety Agencies to they can respond to non-emergency, emergency and life-critical events.

### Performance Narrative

During the 18-19 FY, CCOM had open continuous recruitment to fill the Dispatch vacancies. We successfully hired 7 new Dispatch trainees, for a total of 8 trainees. 1 of the trainees is expected to become fully certified by Q4 of FY 18-19, with the remaining 7 trainees certifying in Q3-Q4 of FY 19-20.

### Key Performance Measures

|        |  | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|--|-----------------|-----------------|---------------------------------|-----------------|
| Result | 90% Priority I (Fire & EMS) calls dispatched in 64 seconds | NEW             | 90%             | 31.5%                           | 50%             |
| Output | # of total Calls for service dispatched law enforcement    | 230,244         | 223,000         | 109,759                         | 225,000         |
| Output | # total Calls for Service dispatched (Fire & EMS)          | NEW             | 35,000          | 18,207                          | 36,000          |

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



Operations Line of Business

Dispatch Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | <b>978,500</b>                | <b>978,510</b>                    | <b>674,018</b>                | <b>(304,482)</b>               | <b>-31.1%</b><br><b>0%</b>          |
| Federal Grants & Revenues                       | -                  | -                  | 850,000                       | -                                 | 550,000                       | <b>(300,000)</b>               | <b>-35.3%</b>                       |
| State Grants & Revenues                         | -                  | -                  | 1,489,028                     | 685,338                           | 670,000                       | <b>(819,028)</b>               | <b>-55.0%</b>                       |
| Local Grants & Revenues                         | -                  | -                  | 103,995                       | 39,002                            | 74,200                        | <b>(29,795)</b>                | <b>-28.7%</b>                       |
| Charges for Service                             | -                  | -                  | 3,697,526                     | 3,141,999                         | 3,423,094                     | <b>(274,432)</b>               | <b>-7.4%</b>                        |
| Other Revenues                                  | -                  | -                  | 19,007                        | 13,649                            | 13,587                        | <b>(5,420)</b>                 | <b>-28.5%</b>                       |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>6,159,556</b>              | <b>3,879,988</b>                  | <b>4,730,881</b>              | <b>(1,428,675)</b>             | <b>-23.2%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>7,138,056</b>              | <b>4,858,498</b>                  | <b>5,404,899</b>              | <b>(1,733,157)</b>             | <b>-24.3%</b>                       |
| Personnel Services                              | -                  | -                  | 5,451,158                     | 3,796,315                         | 5,416,033                     | <b>(35,125)</b>                | <b>-0.6%</b>                        |
| Materials & Services                            | -                  | -                  | 106,361                       | 173,142                           | 214,467                       | <b>108,106</b>                 | <b>101.6%</b>                       |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>5,557,519</b>              | <b>3,969,457</b>                  | <b>5,630,500</b>              | <b>72,981</b>                  | <b>1.3%</b>                         |
| Special Payments                                | -                  | -                  | 1,189,380                     | 1,142,066                         | 901,758                       | <b>(287,622)</b>               | <b>-24.2%</b>                       |
| Contingency                                     | -                  | -                  | 391,157                       | -                                 | -                             | <b>(391,157)</b>               | <b>-100.0%</b>                      |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>7,138,056</b>              | <b>5,111,523</b>                  | <b>6,532,258</b>              | <b>(605,798)</b>               | <b>-8.5%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 36.00                         | 36.00                             | 36.00                         | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 34.00                             | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 2.00                              | -                             | -                              | -                                   |

**Significant Issues and Changes**



# Operations Line of Business

## Training & Quality Assurance Program

### Purpose Statement

The purpose of the Training and Quality Assurance program is to provide innovative industry best practice training and quality assurance services to CCOM Employees so they can meet and exceed state and industry certification requirements, understand current and emerging trends and technology, and provide helpful and accurate services.

### Performance Narrative

CCOM will be opening a recruitment for a second QA position once we reach 26 certified dispatchers to ensure we have sufficient floor coverage.

### Key Performance Measures

|        |   | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|---|-----------------|-----------------|---------------------------------|-----------------|
| Result | % call handling compliance (telephone and dispatch) (Strategic Result #3) – TBD determined on establishment of baseline | NEW             | N/A             | TBD                             | TBD             |
| Result | # of trainees who reach full certification  | 0               | 2               | 2                               | 7               |
| Output | # Quality Assurance reviews conducted   | 0               | 0               | 0                               | 1% of calls     |

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



Operations Line of Business

Training & Quality Assurance Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | 52,892                        | 52,892                            | 122,549                       | 69,657                         | 131.7%                              |
| Federal Grants & Revenues                       | -                  | -                  | 80,486                        | 171,337                           | 167,500                       | 87,014                         | 108.1%                              |
| Local Grants & Revenues                         | -                  | -                  | 5,621                         | 7,091                             | 13,491                        | 7,870                          | 140.0%                              |
| Charges for Service                             | -                  | -                  | 261,670                       | 571,273                           | 622,381                       | 360,711                        | 137.8%                              |
| Other Revenues                                  | -                  | -                  | 1,013                         | 2,470                             | 2,470                         | 1,457                          | 143.8%                              |
| <b>Operating Revenue</b>                        | -                  | -                  | 348,790                       | 752,171                           | 805,842                       | 457,052                        | 131.0%                              |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | 401,682                       | 805,063                           | 928,391                       | 526,709                        | 131.1%                              |
| Personnel Services                              | -                  | -                  | 273,085                       | 259,595                           | 348,853                       | 75,768                         | 27.7%                               |
| Materials & Services                            | -                  | -                  | 2,900                         | 5,854                             | 6,770                         | 3,870                          | 133.4%                              |
| <b>Operating Expenditure</b>                    | -                  | -                  | 275,985                       | 265,449                           | 355,623                       | 79,638                         | 28.9%                               |
| Contingency                                     | -                  | -                  | 125,697                       | -                                 | -                             | (125,697)                      | -100.0%                             |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | 401,682                       | 265,449                           | 355,623                       | (46,059)                       | -11.5%                              |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equip Pos (FTE) Budgeted              | -                  | -                  | 2.00                          | 2.00                              | 2.00                          | -                              | 0%                                  |
| Full Time Equip Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              | -                                   |
| Full Time Equip Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 1.00                              | -                             | -                              | -                                   |

Significant Issues and Changes

CCOM will be opening a recruitment for a second QA position once we reach 26 certified dispatchers to ensure we have sufficient floor coverage.



## Tech Services Line of Business

### 9-1-1 Tech Services Program

#### Purpose Statement

The purpose of the 911 Tech Services line of business is to provide critical and non-critical systems support, location, statistical and accreditation services to CCOM and User Agencies so they can utilize technology and information to perform their jobs effectively and efficiently.

#### Performance Narrative

CCOM recruited and filled 3 Technical vacancies during FY 18-9-19 and is now fully staffed. With these additions, we will now be able to track our statistics on a regular basis.

#### Key Performance Measures

|        |  | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|--|-----------------|-----------------|---------------------------------|-----------------|
| Result | % CCOM service requests that are successfully resolved | NEW             | 50%             | 50%                             | 90%             |
| Output | # technical responses provided                         | NEW             | 150             | 310                             | 400             |
| Demand | # statistical reports requested                        | 0               | 13              | 7                               | 13              |

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



Technical Services Line of Business

9-1-1 Tech Services Program

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | 173,832                       | 173,822                           | 122,549                       | (51,283)                       | -29.5%                              |
| State Grants & Revenues                         | -                  | -                  | 36,360                        | 36,360                            | 36,360                        | -                              | 0%                                  |
| Local Grants & Revenues                         | -                  | -                  | 14,053                        | 7,091                             | 13,491                        | (562)                          | -4.0%                               |
| Charges for Service                             | -                  | -                  | 1,136,907                     | 571,273                           | 622,381                       | (514,526)                      | -45.3%                              |
| Other Revenues                                  | -                  | -                  | 2,602                         | 2,470                             | 2,470                         | (132)                          | -5.1%                               |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>1,189,922</b>              | <b>617,194</b>                    | <b>674,702</b>                | <b>(515,220)</b>               | <b>-43.3%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>1,363,754</b>              | <b>791,016</b>                    | <b>797,251</b>                | <b>(566,503)</b>               | <b>-41.5%</b>                       |
| Personnel Services                              | -                  | -                  | 736,647                       | 826,540                           | 887,239                       | 150,592                        | 20.4%                               |
| Materials & Services                            | -                  | -                  | 96,250                        | 47,367                            | 52,668                        | (43,582)                       | -45.3%                              |
| Capital Outlay                                  | -                  | -                  | 4,000                         | 4,000                             | 4,000                         | -                              | 0%                                  |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>836,897</b>                | <b>877,907</b>                    | <b>943,907</b>                | <b>107,010</b>                 | <b>12.8%</b>                        |
| Reserve for Future Expenditures                 | -                  | -                  | 492,384                       | -                                 | -                             | (492,384)                      | -100.0%                             |
| Contingency                                     | -                  | -                  | 34,473                        | -                                 | -                             | (34,473)                       | -100.0%                             |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>1,363,754</b>              | <b>877,907</b>                    | <b>943,907</b>                | <b>(419,847)</b>               | <b>-30.8%</b>                       |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 5.00                          | 5.00                              | 5.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 5.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

**Significant Issues and Changes**

CCOM recruited and filled 3 Technical vacancies during FY 18-9-19 and is now fully staffed. With these additions, we will now be able to track our statistics on a regular basis.





## Administration Line of Business

### CCOM Administration

#### Purpose Statement

The purpose of the CCOM Administration line of business is to provide leadership, administrations and strategic direction services to employees so they can be supported, be equipped to fulfill their individual roles and deliver services in an effective and efficient manner.

#### Performance Narrative

CCOM Administration is fully staffed and plans to work on benchmarks and other goals set forth by both our Department as well as Clackamas County. We will strive to keep our vacancies at a minimum with ongoing recruitments to ensure that our staff's work loads are manageable. It is our goal to get our QA program up and running within the next year.

#### Key Performance Measurers

|        |  | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|--|-----------------|-----------------|---------------------------------|-----------------|
| Result | 95% authorized positions filled  | NEW             | 95%             | 96%                             | 98%             |
| Result | 90% employee performance evaluations conducted within 2 months of anniversary date | NEW             | 90%             | 100%                            | 100%            |
| Output | # Trainees   | NEW             | 7               | 9                               | 6               |

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



Administration Line of Business

CCOM Administration

Budget Summary

|   | FY 15-16<br>Actual | FY 16-17<br>Actual | FY 17-18<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | 324,555                       | 324,555                           | 61,274                        | (263,281)                      | -81.1%                              |
| Local Grants & Revenues                         | -                  | -                  | 5,622                         | 3,546                             | 6,746                         | 1,124                          | 20.0%                               |
| Charges for Service                             | -                  | -                  | 448,981                       | 285,639                           | 311,190                       | (137,791)                      | -30.7%                              |
| Other Revenues                                  | -                  | -                  | 1,019                         | 1,235                             | 1,235                         | 216                            | 21.2%                               |
| <b>Operating Revenue</b>                        | -                  | -                  | 455,622                       | 290,420                           | 319,171                       | (136,451)                      | -29.9%                              |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | 780,177                       | 614,975                           | 380,445                       | (399,732)                      | -51.2%                              |
| Personnel Services                              | -                  | -                  | 302,744                       | 372,502                           | 532,900                       | 230,156                        | 76.0%                               |
| Materials & Services                            | -                  | -                  | 99,024                        | 82,158                            | 95,319                        | (3,705)                        | -3.7%                               |
| Cost Allocation Charges                         | -                  | -                  | 362,409                       | 362,409                           | 434,007                       | 71,598                         | 19.8%                               |
| Capital Outlay                                  | -                  | -                  | 16,000                        | 16,000                            | 16,000                        | -                              | 0%                                  |
| <b>Operating Expenditure</b>                    | -                  | -                  | 780,177                       | 833,069                           | 1,078,226                     | 298,049                        | 38.2%                               |
| Contingency                                     | -                  | -                  | -                             | -                                 | 200,000                       | 200,000                        | 0%                                  |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | 780,177                       | 833,069                           | 1,278,226                     | 498,049                        | 63.8%                               |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 2.00                          | 2.00                              | 2.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 2.00                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | -                                   |

Significant Issues and Changes



# **Community Corrections**

**Malcolm McDonald, Captain**

**1024 Main St  
Oregon City, Oregon 97045  
503-655-8603**

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



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**CLACKAMAS**  
C O U N T Y



**Department Mission**

The mission of Clackamas County Community Corrections is to provide supervision, resources, intervention, treatment & victim services to justice involved individuals and crime victims so they can experience and contribute to a safe community.

|  |
|--|
| <p><b>Community Corrections</b><br/>         Captain Malcolm McDonald - Director<br/>         FTE 106<br/>         Total Adopted \$18,164,909<br/>         General Fund Support \$ 4,790,582</p> |
|--|

|  |
|--|
| <p><b>Reintegration</b><br/><br/>         Imdieke/Kuklenski<br/>         Total Adopted<br/>         \$14,515,688</p> |
| <p>Gen Fund \$ 3,528,855</p>   |

|  |
|--|
| <p><b>Community Coordination</b><br/><br/>         Imdieke/Kuklenski<br/>         Total Adopted<br/>         \$3,649,221</p> |
| <p>Gen Fund \$ 1,261,727</p>   |

|  |
|--|
| <p><b>Residential Treatment &amp; Counseling</b><br/><br/>         Brian Imdieke<br/>         FTE 31.5<br/>         Total Adopted<br/>         \$5,237,907</p> |
| <p>Gen Fund \$ 1,111,915</p>   |

|  |
|--|
| <p><b>Office of the Director</b><br/><br/>         Imdieke/Kuklenski<br/>         FTE 14.5<br/>         Total Adopted<br/>         \$2,834,365</p> |
| <p>Gen Fund \$ 868,165</p>   |

|  |
|--|
| <p><b>Parole &amp; Probation Supervision</b><br/><br/>         Kelly Kuklenski<br/>         FTE 35.0<br/>         Total Adopted<br/>         \$6,059,329</p> |
| <p>Gen Fund \$ 1,628,858</p>   |

|   |
|---|
| <p><b>Operational Support Services</b><br/><br/>         Kelly Kuklenski<br/>         FTE 8.0<br/>         Total Adopted<br/>         \$774,995</p> |
| <p>Gen Fund \$ 373,537</p>  |

|  |
|--|
| <p><b>Victim Services</b><br/><br/>         Kelly Kuklenski<br/>         FTE 1.0<br/>         Total Adopted<br/>         \$127,560</p> |
| <p>Gen Fund \$ 99,533</p>  |

|   |
|---|
| <p><b>Employee Development &amp; Training</b><br/><br/>         MGR<br/>         FTE 0<br/>         Total Adopted<br/>         \$39,861</p> |
| <p>Gen Fund \$ 20,025</p>   |

|  |
|--|
| <p><b>Pretrial Services &amp; Transitional Resources</b><br/><br/>         Brian Imdieke<br/>         FTE 12.0<br/>         Total Adopted<br/>         \$2,478,691</p> |
| <p>Gen Fund \$ 325,348</p>   |

|  |
|--|
| <p><b>Community Service</b><br/><br/>         Brian Imdieke<br/>         FTE 4.0<br/>         Total Adopted<br/>         \$612,201</p> |
| <p>Gen Fund \$ 363,201</p>   |



# Community Corrections

## Department Budget Summary by Fund

| <i>Line of Business</i>                    | FY 19/20      | FY 19/20                         | FY 19/20             | FY 19/20  |
|--|---------------|----------------------------------|----------------------|---|
| <i>Program</i>                             | FTE           | Community Corrections Fund (219) | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| <b>Reintegration</b>                       |               |                                  |                      |   |
| Residential Treatment & Counseling         | 31.50         | 5,237,907                        | 5,237,907            | 1,111,915   |
| Parole & Probation Supervision             | 35.00         | 6,059,329                        | 6,059,329            | 1,628,858   |
| Victim Services                            | 1.00          | 127,560                          | 127,560              | 99,533  |
| Pretrial Services & Transitional Resources | 12.00         | 2,478,691                        | 2,478,691            | 325,348   |
| Community Service                          | 4.00          | 612,201                          | 612,201              | 363,201   |
|  |               |                                  | -                    |   |
| <b>Community Coordination</b>              |               |                                  |                      |   |
| Office of the Director                     | 14.50         | 2,834,365                        | 2,834,365            | 868,165   |
| Operational Support Services               | 8.00          | 774,995                          | 774,995              | 373,537   |
| Employee Development & Training            | 0.00          | 39,861                           | 39,861               | 20,025  |
|  |               |                                  | -                    |   |
| <b>TOTAL</b>                               | <b>106.00</b> | <b>18,164,909</b>                | <b>18,164,909</b>    | <b>4,790,582</b>                                  |
| <b>FY 18/19 Budget</b>                     | 106.00        | 19,285,733                       | 19,356,036           | 4,672,087   |
| <b>\$ Increase (Decrease)</b>              | 0.00          | -1,120,824                       | -1,191,127           | 118,495   |
| <b>% Increase ( Decrease)</b>              | 0.00%         | -5.81%                           | -6.15%               | 2.54%   |

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



Residential Treatment & Counseling

Purpose Statement

The purpose of the Residential Treatment & Counseling program is to provide pro-social guidance, treatment, employment & housing services to clients so they can experience their best opportunity for successful, pro-social reintegration into the community.

Performance Narrative Statement

The Residential Treatment & Counseling program adopted a \$5,237,907 operating budget. These resources will allow FTE to operate 84 Clackamas Substance Abuse Program (CSAP) treatment beds, 10 Short-Term Transitional Leave (STTL) beds, and 20 Work Release beds. The program provides aftercare treatment and support services for CSAP clients when they transition from a treatment bed to supportive housing.

Key Performance Measures

|        |   | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|---|-----------------|-----------------|---------------------------------|-----------------|
| Result | 85% residential clients who do not commit crimes within a year following the end of treatment | New             | New             | New                             | 80%             |
| Result | 95% alcohol or drug addicted residential clients who are in recovery at the end of treatment  | New             | New             | New                             | 90%             |
| Result | 95% residential clients who live in stable housing by the end of treatment                    | New             | New             | New                             | 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 **Shared Services:** with the State as listed on Association of Counties chart.  
**Grant Funding:** Justice Reinvestment carryover funds from 2017-2019 biennium to fund STTL and CSAP expansion through December 2019. BJA grant to establish Alternatives to Incarceration for Individuals with Opioid Use Disorders.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | 206,155                       | 206,155                           | 646,201                       | 440,046                        | 213.5%                              |
| Federal Grants & Revenues                       | -                  | -                  | 70,303                        | 70,303                            | 316,365                       | 246,062                        | 350.0%                              |
| State Grants & Revenues                         | -                  | -                  | 2,769,664                     | 2,699,411                         | 3,033,621                     | 263,957                        | 9.5%                                |
| Charges for Service                             | -                  | -                  | 49,275                        | 16,470                            | 32,805                        | (16,470)                       | -33.4%                              |
| Other Revenues                                  | -                  | -                  | 43,500                        | 167,922                           | 97,000                        | 53,500                         | 123.0%                              |
| Interfund Transfers                             | -                  | -                  | 1,111,915                     | 1,111,915                         | 1,111,915                     | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>4,044,657</b>              | <b>4,066,021</b>                  | <b>4,591,706</b>              | <b>547,049</b>                 | <b>13.5%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>4,250,812</b>              | <b>4,272,176</b>                  | <b>5,237,907</b>              | <b>987,095</b>                 | <b>23.2%</b>                        |
| Personnel Services                              | -                  | -                  | 3,015,020                     | 2,629,403                         | 3,352,724                     | 337,704                        | 11.2%                               |
| Materials & Services                            | -                  | -                  | 1,010,213                     | 1,075,450                         | 1,404,569                     | 394,356                        | 39.0%                               |
| Special Payments                                | -                  | -                  | 155,579                       | 120,579                           | 106,277                       | (49,302)                       | -31.7%                              |
| Cost Allocation Charges                         | -                  | -                  | -                             | -                                 | 374,337                       | 374,337                        | 0%                                  |
| Capital Outlay                                  | -                  | -                  | 70,000                        | -                                 | -                             | (70,000)                       | -100.0%                             |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>4,250,812</b>              | <b>3,825,432</b>                  | <b>5,237,907</b>              | <b>987,095</b>                 | <b>23.2%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>4,250,812</b>              | <b>3,825,432</b>                  | <b>5,237,907</b>              | <b>987,095</b>                 | <b>23.2%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>1,111,915</b>              | <b>1,111,915</b>                  | <b>1,111,915</b>              | -                              | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 35.00                         | 35.00                             | 31.50                         | (3.50)                         | -10.00%                             |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 30.00                             | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 5.00                              | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

As our first year of Performance Clackamas budgeting we have moved or combined programs and expenses into new programs and lines of business. Allocated Costs were formerly only charged to our Administrative program but are now distributed among programs. Two of three grant Justice Reinvestment grant funded programs from the 2017-2019 biennium have been moved into Residential Treatment & Counseling as well as their respective carryover funding. These funds will support the CSAP and STTL program services. We have been awarded a Bureau of Justice Assistance grant to establish alternatives to incarceration for individuals with opioid use disorders. The funds will support the CSAP program services.





# Reintegration Parole & Probation Supervision

## Purpose Statement

The purpose of the Parole and Probation Supervision Program is to provide assessment and case planning, counseling, intervention and accountability services to individuals on parole or probation so they can experience their best opportunity for successful, pro-social reintegration into the community.

## Performance Narrative Statement

The Parole & Probation program adopted a \$6,059,329 operating budget. These resources will allow FTE to provide case planning, counseling, interventions and accountability to justice-involved adults sentenced to probation or post-prison supervision. This program offers housing for justice-involved adults under community supervision in need of mental health stabilization and supportive services, diverting them from homelessness and jail.

## Key Performance Measures

|        |   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 20% reduction in crimes committed by Community Corrections clients within a year following the end of supervision | New                | New                | New                                   | 15%                |
| Result | 75% clients who live in stable housing by the end of supervision  | New                | New                | New                                   | 70%                |
| Result | 80% of victims who are due restitution receive it   | New                | New                | New                                   | 70%                |

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation      **Mandated Services:** ORS 423.478(2)(a)-(f) assigns responsibility for all offenders on probation, parole, post-prison supervision and those offenders sentenced or revoked for periods of one year or less, and on conditional release to County  
**Shared Services:** with the State as listed on Association of Counties chart.



Reintegration

Parole & Probation Supervision

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from Prior<br>Yr Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | 13,267                        | 13,267                            | 530,000                       | 516,733                        | 3894.9%                          |
| State Grants & Revenues                         | -                  | -                  | 2,789,904                     | 2,714,904                         | 3,212,741                     | 422,837                        | 15.2%                            |
| Charges for Service                             | -                  | -                  | 6,000                         | 20,000                            | 15,000                        | 9,000                          | 150.0%                           |
| Fines & Penalties                               | -                  | -                  | 500,000                       | 600,000                           | 650,000                       | 150,000                        | 30.0%                            |
| Other Revenues                                  | -                  | -                  | 22,730                        | 22,730                            | 22,730                        | -                              | 0%                               |
| Interfund Transfers                             | -                  | -                  | 1,629,038                     | 1,629,038                         | 1,628,858                     | (180)                          | 0.0%                             |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>4,947,672</b>              | <b>4,986,672</b>                  | <b>5,529,329</b>              | <b>581,657</b>                 | <b>11.8%</b>                     |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>4,960,939</b>              | <b>4,999,939</b>                  | <b>6,059,329</b>              | <b>1,098,390</b>               | <b>22.1%</b>                     |
| Personnel Services                              | -                  | -                  | 4,498,835                     | 3,858,222                         | 4,830,231                     | 331,396                        | 7.4%                             |
| Materials & Services                            | -                  | -                  | 462,104                       | 450,730                           | 654,213                       | 192,109                        | 41.6%                            |
| Cost Allocation Charges                         | -                  | -                  | -                             | -                                 | 544,885                       | 544,885                        | 0%                               |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | 30,000                        | 30,000                         | 0%                               |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>4,960,939</b>              | <b>4,308,952</b>                  | <b>6,059,329</b>              | <b>1,098,390</b>               | <b>22.1%</b>                     |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>4,960,939</b>              | <b>4,308,952</b>                  | <b>6,059,329</b>              | <b>1,098,390</b>               | <b>22.1%</b>                     |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>1,629,038</b>              | <b>1,629,038</b>                  | <b>1,628,858</b>              | <b>(180)</b>                   | <b>0.0%</b>                      |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 34.00                         | 34.00                             | 35.00                         | 1.00                           | 2.94%                            |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 29.00                             | -                             | -                              | 0%                               |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 5.00                              | -                             | -                              | 0%                               |

**Significant Issues and Changes**

As our first year of Performance Clackamas budgeting we have moved or combined programs and expenses to new programs and lines of business. Allocated Costs were previously only charged to our Administrative program but are now distributed among programs.



# Reintegration Victim Services

## Purpose Statement

The purpose of the Victim Services Program is to provide outreach, support, safety planning, advocacy and victim notification services to survivors and victims of crime so they can make informed choices, recover, and feel safer.

## Performance Narrative Statement

The Victim Services program adopted a \$127,560 operating budget. These resources will provide safety planning, advocacy, support and notification to victims post-conviction. Clackamas County Community Corrections is one of only six Community Corrections departments in Oregon providing post-conviction services to victims and survivors of crime.

## Key Performance Measures

|        |  | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 75% victims who complete a safety plan | New                | New                | New                                   | 65%                |
| Output | # victims served                       | New                | New                | New                                   |                    |
| Output | # domestic violence victims served     | New                | New                | New                                   |                    |

Program includes:

Mandated Services  N

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation      **Shared Services:** with the State as listed on Association of Counties chart.



Reintegration

Victim Services

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | 155,772                       | 155,722                           | -                             | (155,772)                      | -100.0%                             |
| State Grants & Revenues                         | -                  | -                  | 28,027                        | 28,027                            | 28,027                        | -                              | 0%                                  |
| Interfund Transfers                             | -                  | -                  | 73,979                        | 73,979                            | 99,533                        | 25,554                         | 34.5%                               |
| <b>Operating Revenue</b>                        | -                  | -                  | 102,006                       | 102,006                           | 127,560                       | 25,554                         | 25.1%                               |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | 257,778                       | 257,728                           | 127,560                       | (130,218)                      | -50.5%                              |
| Personnel Services                              | -                  | -                  | 136,728                       | 113,226                           | 118,232                       | (18,496)                       | -13.5%                              |
| Materials & Services                            | -                  | -                  | 121,050                       | 51,050                            | 2,869                         | (118,181)                      | -97.6%                              |
| Cost Allocation Charges                         | -                  | -                  | -                             | -                                 | 6,459                         | 6,459                          | 0%                                  |
| <b>Operating Expenditure</b>                    | -                  | -                  | 257,778                       | 164,276                           | 127,560                       | (130,218)                      | -50.5%                              |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | 257,778                       | 164,276                           | 127,560                       | (130,218)                      | -50.5%                              |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | 73,979                        | 73,979                            | 99,533                        | 25,554                         | 34.5%                               |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 1.00                          | 1.00                              | 1.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

As our first year of Performance Clackamas budgeting we have moved or combined programs and expenses to new programs and lines of business. Allocated Costs were previously only charged to our Administrative program but are now distributed among programs.



# Reintegration

## Pretrial & Transitional Resources

### Purpose Statement

The purpose of the Pretrial Services & Transitional Resource Program is to provide pre-release, assessment, referral and stabilization services to justice involved individuals, those at risk and those affected so they can experience their best opportunity for successful, pro-social reintegration into the community.

### Performance Narrative Statement

The Pretrial Services & Transitional Resources program adopted a \$2,478,691 operating budget. These resources will provide FTE at Pretrial Services to conduct pretrial assessments and monitoring, along with FTE at the Transition Center to deliver transitional services for justice-involved adults releasing from prison and jail. This program provides supportive housing to all justice-involved adults releasing from prison to Clackamas County who are homeless at the time of release, preventing over 300 individuals from being homeless in 2018. This program provides employment and mentoring services for all Community Corrections clients.

### Key Performance Measures

|        |   | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--------|---|-----------------|-----------------|---------------------------------|-----------------|
| Result | 20% reduction in crimes committed by Community Corrections clients within one year following the end of supervision | New             | New             | New                             | 15%             |
| Result | 20% reduction in pretrial defendants force-released from jail   | New             | New             | New                             | 15%             |
| Result | 65% of defendants who make all scheduled court appearances  | New             | New             | New                             | 50%             |
| Result | 75% clients who live in stable housing by the end of supervision  | New             | New             | New                             | 70%             |
| Output | # individuals who receive services  | New             | New             | New                             | 75%             |

Program includes:

Mandated Services  N

Shared Services  Y

Grant Funding  Y

Explain all "Yes" boxes below

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

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

Explanation **Shared Services:** with the State as listed on Association of Counties chart.

**Grant Funding:** Justice Reinvestment carryover funds from 2017-2019 biennium to fund Pretrial program through December 2019.



Reintegration

Pretrial & Transitional Services

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | 2,124,875                     | 2,124,875                         | 1,452,003                     | (672,872)                      | -31.7%                              |
| State Grants & Revenues                         | -                  | -                  | 1,421,496                     | 1,421,496                         | 701,340                       | (720,156)                      | -50.7%                              |
| Charges for Service                             | -                  | -                  | -                             | 30,000                            | -                             | -                              | 0%                                  |
| Interfund Transfers                             | -                  | -                  | 325,348                       | 325,348                           | 325,348                       | -                              | 0%                                  |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>1,746,844</b>              | <b>1,776,844</b>                  | <b>1,026,688</b>              | <b>(720,156)</b>               | <b>-41.2%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>3,871,719</b>              | <b>3,901,719</b>                  | <b>2,478,691</b>              | <b>(1,393,028)</b>             | <b>-36.0%</b>                       |
| Personnel Services                              | -                  | -                  | 2,613,273                     | 1,215,748                         | 1,406,292                     | (1,206,981)                    | -46.2%                              |
| Materials & Services                            | -                  | -                  | 1,073,143                     | 1,009,887                         | 988,684                       | (84,459)                       | -7.9%                               |
| Special Payments                                | -                  | -                  | 150,000                       | 150,000                           | -                             | -                              | 0%                                  |
| Cost Allocation Charges                         | -                  | -                  | -                             | -                                 | 83,715                        | 83,715                         | 0%                                  |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>3,836,416</b>              | <b>2,375,635</b>                  | <b>2,478,691</b>              | <b>(1,207,725)</b>             | <b>-35.4%</b>                       |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>3,836,416</b>              | <b>2,375,635</b>                  | <b>2,478,691</b>              | <b>(1,207,725)</b>             | <b>-35.4%</b>                       |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>325,348</b>                | <b>325,348</b>                    | <b>325,348</b>                | -                              | <b>0%</b>                           |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 10.00                         | 10.00                             | 12.00                         | 2.00                           | 20.00%                              |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

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# Reintegration Community Service

## Purpose Statement

The purpose of the Community Service program is to provide a cost effective workforce and safe, pro-social sentencing alternative to local community partners & justice involved individuals so they can be accountable for their offense, while contributing to and remaining in their local community.

## Performance Narrative Statement

The Community Service program adopted a \$612,201 operating budget. These resources will allow FTE to provide community-based sentencing alternatives to provide cost savings to the county and our local community partners. In 2018, this program provided over 43,000 service hours in the county to various non-profit and local government agencies. These contracted agencies are projected to provide \$224,000 in revenue toward support of this program.

## Key Performance Measures

|        |  | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|---------------------------------------|--------------------|
| Output | # community service hours provided           | New                | New                | New                                   |                    |
| Result | # jail bed days not used                     | New                | New                | New                                   | 2706               |
| Output | \$ received from Community Service contracts | New                | New                | New                                   |                    |

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation      **Shared Services:** with the State as listed on Association of Counties chart.



Reintegration

Community Service

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Local Grants & Revenues                         | -                  | -                  | 110,000                       | 143,000                           | 140,000                       | 30,000                         | 27.3%                               |
| Charges for Service                             | -                  | -                  | 86,400                        | 96,900                            | 84,000                        | (2,400)                        | -2.8%                               |
| Fines & Penalties                               | -                  | -                  | 30,000                        | 25,000                            | 25,000                        | (5,000)                        | -16.7%                              |
| Interfund Transfers                             | -                  | -                  | 268,825                       | 268,825                           | 363,201                       | 94,376                         | 35.1%                               |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>495,225</b>                | <b>533,725</b>                    | <b>612,201</b>                | <b>116,976</b>                 | <b>23.6%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>495,225</b>                | <b>533,725</b>                    | <b>612,201</b>                | <b>116,976</b>                 | <b>23.6%</b>                        |
| Personnel Services                              | -                  | -                  | 428,525                       | 452,700                           | 502,405                       | 73,880                         | 17.2%                               |
| Materials & Services                            | -                  | -                  | 66,700                        | 71,207                            | 82,015                        | 15,315                         | 23.0%                               |
| Cost Allocation Charges                         | -                  | -                  | -                             | -                                 | 27,781                        | 27,781                         | 0%                                  |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>495,225</b>                | <b>523,907</b>                    | <b>612,201</b>                | <b>116,976</b>                 | <b>23.6%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>495,225</b>                | <b>523,907</b>                    | <b>612,201</b>                | <b>116,976</b>                 | <b>23.6%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>268,825</b>                | <b>268,825</b>                    | <b>363,201</b>                | <b>94,376</b>                  | <b>35.1%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 4.00                          | 4.00                              | 4.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

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## Community Coordination

### Office of the Director

#### Purpose Statement

The purpose of the Office of the Director program is to provide innovative leadership, motivation and administrative services to Community Corrections and the Sheriff's Office so they can create a high performance, resilient, customer-focused culture of innovation.

#### Performance Narrative Statement

The Office of the Director Program adopted a \$2,834,365 operating budget. These resources will provide FTE to provide administration, leadership, and accountability to all programs. This program provides the data, research and performance analyses of Community Corrections programs, moving the department towards achieving its strategic and key results.

#### Key Performance Measures

|        |                                      | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|--------------------------------------|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 75% strategic & key results achieved | New                | New                | New                                   | 65%                |

Program includes:

Mandated Services  N

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation      **Shared Services:** with the State as listed on Association of Counties chart.



Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | <b>1,085,516</b>              | <b>1,085,516</b>                  | <b>564,497</b>                | <b>(521,019)</b>               | <b>-48.0%</b><br>0%                 |
| State Grants & Revenues                         | -                  | -                  | 2,482,516                     | 2,482,516                         | 1,351,203                     | <b>(1,131,313)</b>             | <b>-45.6%</b>                       |
| Other Revenues                                  | -                  | -                  | 20,200                        | 67,188                            | 50,500                        | <b>30,300</b>                  | <b>150.0%</b>                       |
| Interfund Transfers                             | -                  | -                  | 1,036,561                     | 1,036,561                         | 868,165                       | <b>(168,396)</b>               | <b>-16.2%</b>                       |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>3,539,277</b>              | <b>3,586,265</b>                  | <b>2,269,868</b>              | <b>(1,269,409)</b>             | <b>-35.9%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>4,624,793</b>              | <b>4,671,781</b>                  | <b>2,834,365</b>              | <b>(1,790,428)</b>             | <b>-38.7%</b>                       |
| Personnel Services                              | -                  | -                  | 2,605,122                     | 2,480,969                         | 2,290,537                     | <b>(314,585)</b>               | <b>-12.1%</b>                       |
| Materials & Services                            | -                  | -                  | 872,812                       | 794,484                           | 446,941                       | <b>(425,871)</b>               | <b>-48.8%</b>                       |
| Cost Allocation Charges                         | -                  | -                  | 1,027,162                     | 1,027,162                         | 96,887                        | <b>(930,275)</b>               | <b>-90.6%</b>                       |
| Capital Outlay                                  | -                  | -                  | 155,000                       | -                                 | -                             | <b>(155,000)</b>               | <b>-100.0%</b>                      |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>4,660,096</b>              | <b>4,302,615</b>                  | <b>2,834,365</b>              | <b>(1,825,731)</b>             | <b>-39.2%</b>                       |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>4,660,096</b>              | <b>4,302,615</b>                  | <b>2,834,365</b>              | <b>(1,825,731)</b>             | <b>-39.2%</b>                       |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>1,036,561</b>              | <b>1,036,561</b>                  | <b>868,165</b>                | <b>(168,396)</b>               | <b>-16.2%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 14.00                         | 14.00                             | 14.50                         | 0.50                           | 3.6%                                |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

As our first year of Performance Clackamas budgeting we have moved or combined programs and expenses to new programs and lines of business. Allocated Costs were previously only charged to our Administrative program but are now distributed among programs.



# Community Coordination Operational Support Services

### Purpose Statement

The purpose of the Operational Support Services program is to provide client intake, logistics and discharge management services to justice involved individuals so they can successfully navigate and fulfill their obligations and be prepared to pro-socially reintegrate into the community.

### Performance Narrative Statement

The Operational Support Services program adopted a \$774,995 operating budget. These resources will provide FTE to intake and assign over 1,800 new justice-involved adults being placed on probation or released from prison during the course of a year. This program maintains the electronic and paper records on over 4,000 unique individuals on community supervision, ensuring warrants and violations are processed along with accurately discharging individuals from community supervision.

### Key Performance Measures

|        |   | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|---|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 80% clients appropriately and accurately assigned to services within 48 hours | New                | New                | New                                   | 75%                |
| Output | # new assignments processed within 48 hours                                   | New                | New                | New                                   |                    |
| Output | # new assignments   | New                | New                | New                                   |                    |

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation      **Shared Services:** with the State as listed on Association of Counties chart.



Community Coordination

Operational Support Services

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | 188,564                       | 188,564                           | 21,451                        | (167,113)                      | -88.6%                              |
| State Grants & Revenues                         | -                  | -                  | 440,285                       | 440,285                           | 380,007                       | (60,278)                       | -13.7%                              |
| Interfund Transfers                             | -                  | -                  | 186,921                       | 186,921                           | 373,537                       | 186,616                        | 99.8%                               |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>627,206</b>                | <b>627,206</b>                    | <b>753,544</b>                | <b>126,338</b>                 | <b>20.1%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>815,770</b>                | <b>815,770</b>                    | <b>774,995</b>                | <b>(40,775)</b>                | <b>-5.0%</b>                        |
| Personnel Services                              | -                  | -                  | 628,970                       | 565,650                           | 644,030                       | 15,060                         | 2.4%                                |
| Materials & Services                            | -                  | -                  | 186,800                       | 170,769                           | 79,290                        | (107,510)                      | -57.6%                              |
| Cost Allocation Charges                         | -                  | -                  | -                             | -                                 | 51,675                        | 51,675                         | 0%                                  |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>815,770</b>                | <b>736,419</b>                    | <b>774,995</b>                | <b>(40,775)</b>                | <b>-5.0%</b>                        |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>815,770</b>                | <b>736,419</b>                    | <b>774,995</b>                | <b>(40,775)</b>                | <b>-5.0%</b>                        |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>186,921</b>                | <b>186,921</b>                    | <b>373,537</b>                | <b>186,616</b>                 | <b>99.8%</b>                        |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | 8.00                          | 8.00                              | 8.00                          | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |

**Significant Issues and Changes**

As our first year of Performance Clackamas budgeting we have moved or combined programs and expenses to new programs and lines of business. Allocated Costs were previously only charged to our Administrative program but are now distributed among programs.



# Community Coordination Employee Development & Training

## Purpose Statement

The purpose of the Employee Development and Training Program is to provide staff safety and survival skills and evidence-based practices training services to Community Corrections staff and partners so they can reduce risk, safely provide effective services, and make informed decisions based on results-oriented data.

## Performance Narrative Statement

The Employee Development & Training program adopted a \$39,861 operating budget. These resources will provide trainers and equipment to deliver safety skills, survival skills, and evidence-based practice training. This program offers a broad spectrum of training such as firearms skills for Parole & Probation Officers, effective communication, risk assessment, CPR/First Aid, and case planning. This training will increase both officer and public safety. This program also provides support and training focused on employee wellness and peer support.

## Key Performance Measures

|        |  | FY 17-18<br>Actual | FY 18-19<br>Target | FY 18-19<br>Actuals as of<br>12/31/18 | FY 19-20<br>Target |
|--------|--|--------------------|--------------------|---------------------------------------|--------------------|
| Result | 85% employees who report they work in a supportive, pro-actively coached, continuous improvement environment | New                | New                | New                                   | 75%                |
| Result | 75% training participants who improve in before and after evaluations  | New                | New                | New                                   | 70%                |
| Result | 95% employees who do not miss work due to injuries   | New                | New                | New                                   | 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      **Shared Services:** with the State as listed on Association of Counties chart.



Community Coordination

Employee Development & Training

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| State Grants & Revenues                         | -                  | -                  | 39,500                        | 39,500                            | 19,836                        | (19,664)                       | -49.8%                              |
| Interfund Transfers                             | -                  | -                  | 39,500                        | 39,500                            | 20,025                        | (19,475)                       | -49.3%                              |
| <b>Operating Revenue</b>                        | -                  | -                  | <b>79,000</b>                 | <b>79,000</b>                     | <b>39,861</b>                 | <b>(39,139)</b>                | <b>-49.5%</b>                       |
| <b>Total Rev - Including Beginning Bal</b>      | -                  | -                  | <b>79,000</b>                 | <b>79,000</b>                     | <b>39,861</b>                 | <b>(39,139)</b>                | <b>-49.5%</b>                       |
| Materials & Services                            | -                  | -                  | 79,000                        | 80,500                            | 39,861                        | (39,139)                       | -49.5%                              |
| <b>Operating Expenditure</b>                    | -                  | -                  | <b>79,000</b>                 | <b>80,500</b>                     | <b>39,861</b>                 | <b>(39,139)</b>                | <b>-49.5%</b>                       |
| <b>Total Exp - Including Special Categories</b> | -                  | -                  | <b>79,000</b>                 | <b>80,500</b>                     | <b>39,861</b>                 | <b>(39,139)</b>                | <b>-49.5%</b>                       |
| <b>General Fund Support (if applicable)</b>     | -                  | -                  | <b>39,500</b>                 | <b>39,500</b>                     | <b>20,025</b>                 | <b>(19,475)</b>                | <b>-49.3%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | -                                 | -                             | -                              | 0%                                  |

Significant Issues and Changes



## **Resolution Services**

**Lauren MacNeill, Director**

**2051 Kaen Road  
Oregon City, Oregon 97045  
503-655-8415**

Website Address: <https://www.clackamas.us/ccrs#skillsdevelopment>



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**CLACKAMAS**  
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# Resolution Services

## Department Purpose Statement

Clackamas County Resolution Services provides conflict resolution services to people and organizations experiencing conflict and those seeking resources so they can resolve their differences peacefully, develop skills for the resolution of future conflicts and build safe, healthy relationships and communities.

### Resolution Services

Lauren Mac Neill - Director  
 Amy Herman - Deputy Director  
 FTE 9.93  
 Total Adopted \$1,698,279  
 General Fund Support \$666,388

#### Conflict Resolution

FTE 8.03  
 Total Adopted  
 \$1,374,103

Gen Fund \$ 521,388

#### Skill Development

FTE 1.90  
 Total Adopted  
 \$324,176

Gen Fund \$ 145,000



# Resolution Services

## Department Budget Summary by Fund

| <i>Line of Business</i>       | FY 19/20    | FY 19/20            | FY 19/20             | FY 19/20  |
|-------------------------------|-------------|---------------------|----------------------|---|
| <i>Program</i>                | FTE         | Resolution Services | Total Adopted Budget | General Fund Subsidy Included in Adopted Budget** |
| Conflict Resolution           |             |                     |                      |   |
| Conflict Resolution           | 8.03        | 1,374,103           | 1,374,103            | 521,388   |
| Skill Development             |             |                     | -                    |   |
| Skill Development             | 1.90        | 324,176             | 324,176              | 145,000   |
|                               |             |                     | -                    |   |
| <b>TOTAL</b>                  | <b>9.93</b> | <b>1,698,279</b>    | <b>1,698,279</b>     | <b>666,388</b>                                    |
| <b>FY 18/19 Budget</b>        | 10.55       | 1,687,357           | 1,687,357            | 780,607 ***                                       |
| <b>\$ Increase (Decrease)</b> |             | 10,922              | 10,922               | -114,219  |
| <b>% Increase ( Decrease)</b> | -5.88%      | 0.65%               | 0.65%                | -14.63%   |

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax

Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants

\*\*\* FY 18-19 General Fund Subsidy included a one-time increase of \$172,000. Removing that, FY20 subsidy is a \$57,781 or 9.49% increase.



**Resolution Services Department**

**Conflict Resolution Line of Business**

**Purpose Statement**

Resolution Services helps build safe, healthy relationships and communities by providing conflict resolution services to people and organizations experiencing conflict.

**Performance Narrative**

Resolution Services adopted an operating budget of \$1,374,103 This will support 8.03 FTE doing Conflict Resolution work within a department of 9.93 FTE regular staff. All staff provide or support services in both Conflict Resolution and Skill Development. We anticipate completing our transition to full implementation of Performance Clackamas budgeting and performance reporting in the coming year.




Conflict Resolution services are specifically targeted when individuals or communities have a defined dispute and we assist them in working toward a resolution of that dispute.

**Conflict Resolution Services include:**

- Adoption Mediations
- Code Enforcement Mediations
- Eviction Mediations
- Meeting Facilitations
- Family Law Mediations
- Foreclosure Avoidance Program Facilitations
- Manufactured Dwelling Park Mediations
- Neighbor to Neighbor Mediations
- Small Claims Mediations
- Victim Offender Dialogues
- Workplace Mediations

These efforts support the Board's Strategic Goals: build public trust through good government; and ensure safe, healthy and secure communities.

**Key Performance Measures**

|  |  | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|--|--|-----------------|-----------------|-----------------|---------------------------------|-----------------|
|  Result               | Percentage of Domestic Relations cases in which parties reach mutual agreement on the issue(s) between them. | 78%             | 73%             | 75%             | 78%                             | 75%             |
|  Result               | Percentage of cases where parties reach agreement in community mediation.                                    | 77%             | 80%             | 75%             | 82%                             | 75%             |
|  Output <sup>1</sup> | Number of clients receiving services   | 2715            | 2656            | n/a             | 1073                            | n/a             |

<sup>1</sup> We don't have target numbers for our Conflict Resolution work as the nature of this work is responsive, and we seek to make services available to anyone seeking them whether on their own behalf, for others or by mandate.

**Program includes:**

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

**Explanation:**

**Mandated Services:**

**Family Law:** ORS 107.755

Mediation Orientation: Oregon law requires that each judicial district offer an orientation to mediation for litigants in family law matters. Clackamas County is the contracted provider of this service.

Family Law Mediation: Oregon law further requires that each judicial district offer court-connected mediation to litigants in family law matters; Clackamas County Circuit Court makes this mediation mandatory by Supplemental Local Rule. Clackamas County is the contracted provider for these mediation services.

**Small Claims:** Clackamas County Supplementary Local Rule 12.005 Mediation in Small Claims Actions

Clackamas County Circuit Court and Clackamas County Justice Court require all litigants to small claims matters to first attempt mediation prior to judicial hearing. Clackamas County Resolution Services is the contracted provider.

**Foreclosure Avoidance Program:** ORS 86.741

ORS 86.741 requires that lending institutions must provide notice and opportunity for homeowners to participate in a facilitated meeting prior to filing a judicial or administrative foreclosure proceeding. Clackamas County Resolution Services is the contracted provider for these services.

**Grant Funding:**

Our Community Mediation services section receives grant funding from the Oregon Office of Community Dispute Resolution, administered through the University of Oregon School of Law. We anticipate funds from this bi-ennial grant will be approximately \$52,000 by June 30, 2019. This grant covers neighbor-to-neighbor disputes for residents of, or businesses within, Clackamas County. We anticipate funding will continue into future years at the same level with a possible COLA of 3-4%.



Resolution Services

Conflict Resolution

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | <b>38,726</b>      | <b>83,836</b>      |                               | <b>11,157</b>                     | <b>15,028</b>                 | <b>15,028</b>                  | <b>0%</b>                           |
| State Grants & Revenues                         | 97,590             | 87,098             | 78,413                        | 79,865                            | <b>78,663</b>                 | <b>250</b>                     | <b>0.3%</b>                         |
| Local Grants & Revenues                         | 4,675              | 5,052              | 7,500                         | 17,024                            | <b>9,000</b>                  | <b>1,500</b>                   | <b>20.0%</b>                        |
| Charges for Service                             | 683,989            | 626,044            | 666,211                       | 619,873                           | <b>724,024</b>                | <b>57,813</b>                  | <b>8.7%</b>                         |
| Licenses & Permits                              | 23,342             | 28,839             | 25,126                        | 25,479                            | <b>26,000</b>                 | <b>874</b>                     | <b>3.5%</b>                         |
| Interfund Transfers                             | 456,415            | 505,224            | 647,219                       | 647,219                           | <b>521,388</b>                | <b>(125,831)</b>               | <b>-19.4%</b>                       |
| <b>Operating Revenue</b>                        | <b>1,266,011</b>   | <b>1,252,257</b>   | <b>1,424,469</b>              | <b>1,389,460</b>                  | <b>1,359,075</b>              | <b>(65,394)</b>                | <b>-4.6%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>1,304,737</b>   | <b>1,336,094</b>   | <b>1,424,469</b>              | <b>1,400,617</b>                  | <b>1,374,103</b>              | <b>(50,366)</b>                | <b>-3.5%</b>                        |
| Personnel Services                              | 968,881            | 1,067,130          | 1,134,896                     | 1,087,497                         | 1,080,944                     | <b>(53,952)</b>                | <b>-4.8%</b>                        |
| Materials & Services                            | 114,133            | 112,962            | 167,973                       | 156,853                           | 140,439                       | <b>(27,534)</b>                | <b>-16.4%</b>                       |
| Cost Allocation Charges                         | 139,643            | 145,955            | 143,504                       | 138,807                           | 152,720                       | <b>9,216</b>                   | <b>6.4%</b>                         |
| Capital Outlay                                  | -                  | -                  | -                             | -                                 | -                             | -                              | <b>0%</b>                           |
| <b>Operating Expenditure</b>                    | <b>1,222,657</b>   | <b>1,326,047</b>   | <b>1,446,373</b>              | <b>1,383,156</b>                  | <b>1,374,103</b>              | <b>(72,270)</b>                | <b>-5.0%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>1,222,657</b>   | <b>1,326,047</b>   | <b>1,446,373</b>              | <b>1,383,156</b>                  | <b>1,374,103</b>              | <b>(72,270)</b>                | <b>-5.0%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>456,415</b>     | <b>505,224</b>     | <b>647,219</b>                | <b>647,219</b>                    | <b>521,388</b>                | <b>(125,831)</b>               | <b>-19.4%</b>                       |
| Full Time Equiv Pos (FTE) Budgeted              | 8.48               | 9.14               | 9.27                          | 9.27                              | 8.03                          | (1.23)                         | -13.3%                              |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 5.59                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 3.68                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

1 - Resolution Services is transitioning to Performance Clackamas budgeting for FY20. Prior years' budgets were not divided into Lines of Business. Current (FY19) and past years' ratios are estimated based on revenue types.

2 - Several unanticipated staff changes in our small staff have slowed planning and implementation of our new data system.



**Resolution Services Department**

**Skill Development LOB**

**Purpose Statement**

Resolution Services helps build safe, healthy relationships and communities by providing skill development services to help community members resolve future conflicts more constructively and peacefully.

**Performance Narrative**

Resolution Services' Skill Development program group adopted an operating budget of \$324,176. This will support 1.9 FTE doing Skill Development work within a department 9.93 FTE regular staff. All staff provide or support services in both Conflict Resolution and Skill Development. We anticipate completing our transition to Performance Clackamas budgeting and performance reporting in the coming year.

Skill Development opportunities are offered on a wide range of topics for those who wish to become mediators as well as those who wish to learn skills for themselves and those around them.

**Skill Development Services include:**

- |  |  |
|--|--|
| Basic Mediation Training                 | Family Law Custody and Parenting Courses                           |
| Case Consultations                       | Family Law Financial Courses                                       |
| Clinical Supervision Sessions            | Parent Education Classes   |
| Conflict Management Training             | Peer Mediation Training  |
| Conflict Management Class for Schools    | Restorative Justice Victim Offender Dialogue Facilitation Training |
| Mediator Continuing Education Classes    | Workplace Mediation Training                                       |
| Court Systems Training                   | Workplace Cohort Communication Training                            |
| Divorce Financial Analysis Consultations |  |
| Facilitation Training                    |  |

These efforts support the Board's Strategic Goals: build public trust through good government; and ensure safe, healthy and secure communities.

**Key Performance Measures**

|                     |  | FY 16-17 Actual | FY 17-18 Actual     | FY 18-19 Target | FY 18-19 Actuals as of 12/31/18 | FY 19-20 Target |
|---------------------|--|-----------------|---------------------|-----------------|---------------------------------|-----------------|
| Result              | Percentage of parents who attended the parent education class who report that the class "increased [their] understanding of why it is important for parents to find a way to cooperate." [7/1/2016-3/1/17]; "increased their understanding of the needs of children during and after separation." [3/8/17 - 6/30/18]. <sup>1</sup> | 93%             | <i>discontinued</i> |                 |                                 |                 |
| Result              | Percentage of parents who attended the parent education class who report that "The information I learned in class will influence the decisions I make regarding my children." [7/1/17 - present]   | n/a             | 82%                 | 75%             | 88%                             | 75%             |
| Output <sup>2</sup> | Number of clients receiving services   | 1543            | 1748                | n/a             | 882                             | n/a             |

<sup>1</sup> We are evolving our client surveys to more accurately capture information about how our services impact the community.

<sup>2</sup> The past few years have seen increases in the number of Skill Development clients served, in part due to mandated service demand increase and in part due to intentional development and outreach to populations who can benefit from the skills our staff is apt at delivering. We do not presently have target numbers in our strategic plan but may develop them as our focus on Skill Development work evolves.

**Program includes:**

Mandated Services  Yes

Shared Services  No

Grant Funding  No

**Explanation:**

**Mandated Services**

**FL Education:** ORS 3.425

Parent Ed: Oregon law requires that all litigants in qualifying domestic relations actions who have minor children must attend a mandatory family law (parent) education session. Clackamas County Resolution Services is the contracted provider for these services.

Family Law Ed: Oregon law provides that each jurisdiction may establish a family law education program to assist litigants in understanding the purpose and procedure of family law. Clackamas County Circuit Court has opted to offer this service through Clackamas County Resolution Services.



Resolution Services

Skill Development

Budget Summary

|   | FY 16-17<br>Actual | FY 17-18<br>Actual | FY 18-19<br>Amended<br>Budget | FY 18-19<br>Projected<br>Year End | FY 19-20<br>Adopted<br>Budget | Chg from<br>Prior Yr<br>Budget | % Chg<br>from<br>Prior Yr<br>Budget |
|---|--------------------|--------------------|-------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------------------------|
| <b>Beginning Balance</b>                        | 7,299              | 13,714             |                               | 1,545                             | 5,276                         | 5,276                          | 0%                                  |
| State Grants & Revenues                         | -                  | -                  | -                             | -                                 | 2,000                         | 2,000                          | 0%                                  |
| Local Grants & Revenues                         | -                  | -                  | -                             | -                                 | 1,000                         | 1,000                          | 0%                                  |
| Charges for Service                             | 152,580            | 122,200            | 107,596                       | 152,972                           | 170,900                       | 63,304                         | 58.8%                               |
| Licenses & Permits                              | -                  | 1,012              | -                             | -                                 | -                             | -                              | 0%                                  |
| Interfund Transfers                             | 86,018             | 82,645             | 133,388                       | 133,388                           | 145,000                       | 11,612                         | 8.7%                                |
| <b>Operating Revenue</b>                        | <b>238,598</b>     | <b>205,856</b>     | <b>240,984</b>                | <b>286,360</b>                    | <b>318,900</b>                | <b>77,916</b>                  | <b>32.3%</b>                        |
| <b>Total Rev - Including Beginning Bal</b>      | <b>245,897</b>     | <b>219,570</b>     | <b>240,984</b>                | <b>287,905</b>                    | <b>324,176</b>                | <b>83,192</b>                  | <b>34.5%</b>                        |
| Personnel Services                              | 182,599            | 174,562            | 189,088                       | 224,127                           | 255,015                       | 65,927                         | 34.9%                               |
| Materials & Services                            | 21,510             | 18,478             | 27,986                        | 32,326                            | 33,132                        | 5,146                          | 18.4%                               |
| Cost Allocation Charges                         | 26,318             | 23,875             | 23,910                        | 28,607                            | 36,029                        | 12,119                         | 50.7%                               |
| <b>Operating Expenditure</b>                    | <b>230,427</b>     | <b>216,915</b>     | <b>240,984</b>                | <b>285,061</b>                    | <b>324,176</b>                | <b>83,192</b>                  | <b>34.5%</b>                        |
| <b>Total Exp - Including Special Categories</b> | <b>230,427</b>     | <b>216,915</b>     | <b>240,984</b>                | <b>285,061</b>                    | <b>324,176</b>                | <b>83,192</b>                  | <b>34.5%</b>                        |
| <b>General Fund Support (if applicable)</b>     | <b>86,018</b>      | <b>82,645</b>      | <b>133,388</b>                | <b>133,388</b>                    | <b>145,000</b>                | <b>11,612</b>                  | <b>8.7%</b>                         |
| Full Time Equiv Pos (FTE) Budgeted              | 1.60               | 1.49               | 1.28                          | 1.28                              | 1.90                          | 0.61                           | 47.8%                               |
| Full Time Equiv Pos (FTE) Filled at Yr End      | -                  | -                  | -                             | 0.96                              | -                             | -                              | -                                   |
| Full Time Equiv Pos (FTE) Vacant at Yr End      | -                  | -                  | -                             | 0.32                              | -                             | -                              | -                                   |

**Significant Issues and Changes**

1 - Resolution Services is transitioning to Performance Clackamas budgeting for FY20. Prior years' budgets were not divided into Lines of Business. Current (FY19) and past years' budgets have been split out for comparison here based on revenue types.

2 - Several unanticipated staff changes in our small staff have slowed planning and implementation of our new data system.



## **Treasurer**

**Brian Nava, County Treasurer**

**2051 Kaen Road  
# 430**

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

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



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**CLACKAMAS**  
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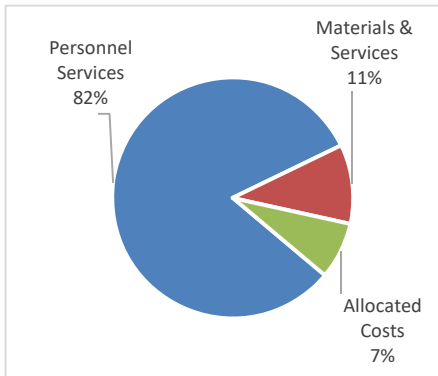




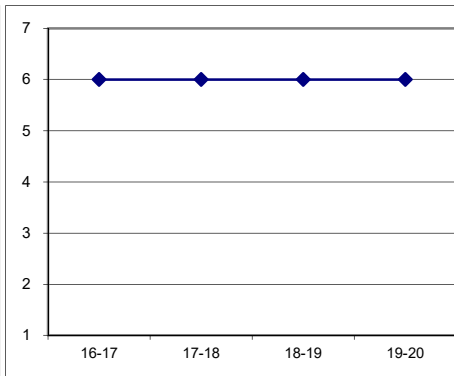
Summary of Requirements by Department

Treasurer's Department

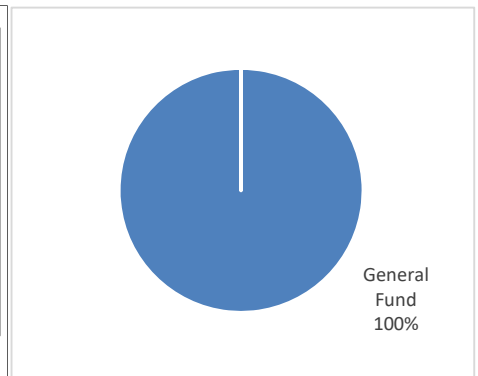
|   | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Budget |
|---|-------------------|-------------------|-------------------|-----------------------|-------------------|
| <b>Requirements by Budgetary Category</b> |                   |                   |                   |                       |                   |
| Personnel Services                        | 718,132           | 766,263           | 820,064           | 808,811               | 906,784           |
| Materials & Services                      | 75,456            | 97,795            | 114,581           | 112,817               | 118,141           |
| Allocated Costs                           | 56,909            | 82,753            | 77,449            | 77,449                | 84,838            |
| <b>Subtotal Current Expenditures</b>      | <b>850,497</b>    | <b>946,811</b>    | <b>1,012,094</b>  | <b>999,077</b>        | <b>1,109,763</b>  |
| Reserves                                  | -                 | -                 | -                 | -                     | -                 |
| Contingency                               | -                 | -                 | -                 | -                     | -                 |
| Ending Fund Balance(s)                    | -                 | -                 | -                 | -                     | -                 |
| <b>Total Requirements by Category</b>     | <b>850,497</b>    | <b>946,811</b>    | <b>1,012,094</b>  | <b>999,077</b>        | <b>1,109,763</b>  |
| <b>Requirements by Fund</b>               |                   |                   |                   |                       |                   |
| General Fund - County Treasurer           | 850,497           | 946,811           | 1,012,094         | 999,077               | 1,109,763         |
| <b>Total Requirements by Fund</b>         | <b>850,497</b>    | <b>946,811</b>    | <b>1,012,094</b>  | <b>999,077</b>        | <b>1,109,763</b>  |
| <b>Budgeted Full-Time Equivalents</b>     | <b>6.00</b>       | <b>6.00</b>       | <b>6.00</b>       | <b>6.00</b>           | <b>6.00</b>       |



2019-20 Requirements by Category



Full-Time Equivalents



2019-20 Requirements by Fund



**Department Mission/Purpose**

The Mission of the Treasurer's office is to actively invest, account for, manage, distribute and safeguard the County's cash assets.

**General Overview**

The Clackamas County Treasurer is the Chief Investment Officer for the County. The Treasurer's office has responsibility for all the cash management and investment activities of the County including reconciliation functions for 20 County bank accounts; distribution of tax revenue to over 100 different taxing authorities in Clackamas County; all Clackamas County investment purchases and sales; maintenance of all banking and investment custody agreements; maintenance of approximately 50 County and public trust accounts; County debt service payments and assist with arbitrage calculations. The Treasurer is also the appointed Internal Audit Director, and has responsibility for managing the internal audit function in Clackamas County.

| <b>Department:</b> Treasurer  |   | <b>Actual</b> | <b>Actual</b> | <b>Estimated</b> | <b>Projected</b> |
|---|---|---------------|---------------|------------------|------------------|
| <b>Strategic Plan:</b> 19-20  |   | <b>16-17</b>  | <b>17-18</b>  | <b>18-19</b>     | <b>19-20</b>     |
| <b>Countywide Area of Focus:</b> Provide financial stability and leadership |   |               |               |                  |                  |
| Department Goal 1:  | <b>Interest earnings consistent with County Investment Policy</b>   |               |               |                  |                  |
| Activity to Further Goal:   | Accurate cash flow forecasting so that investments can be appropriately laddered  |               |               |                  |                  |
| Performance Measure:  | Compare earnings to Clackamas County Investment Policy benchmark earnings   | exceeds       | exceeds       | exceeds          | exceeds          |
| Activity to Further Goal:   | Compliance with Investment Policy type, issuer and maturity limitations   |               |               |                  |                  |
| Performance Measure:  | Quarterly analysis of investment portfolio with comparison to stated requirements   | yes           | yes           | yes              | yes              |
| Department Goal 2:  | <b>Accuracy of financial data related to cash balances</b>  |               |               |                  |                  |
| Activity to Further Goal:   | Timely monthly bank reconciliations   |               |               |                  |                  |
| Performance Measure:  | Bank accounts typically reconciled within 30 days of receipt of the bank statement  | yes           | yes           | yes              | yes              |
| Department Goal 3:  | <b>Tax distributions that comply with statute</b>   |               |               |                  |                  |
| Activity to Further Goal:   | Cooperation with the Assessor's office staff to work out distribution timelines   |               |               |                  |                  |
| Performance Measure:  | Compliance with applicable statutes   | yes           | yes           | yes              | yes              |
| Department Goal 4:  | <b>Electronic Receipts, Payments and Documents</b>  |               |               |                  |                  |
| Activity to Further Goal:   | Work with departments to find opportunities where payments can be converted from manual (e.g. check or cash) to electronic (e.g. EFT or ACH). |               |               |                  |                  |
| Performance Measure:  | Evaluate opportunities to convert payments and receipts from manual to electronic and begin conversion with specific departments.             | n/a           | n/a           | n/a              | yes              |
| Performance Measure:  | Review documentation being provided in paper format and determine if we can move to a paperless format (e.g. tax distribution statements)     | n/a           | n/a           | n/a              | yes              |

**Department:**

**Treasurer**

**Strategic Plan:**

**19-20**

**Actual  
16-17**

**Actual  
17-18**

**Estimated  
18-19**

**Projected  
19-20**

|                           |   | <b>Actual<br/>16-17</b> | <b>Actual<br/>17-18</b> | <b>Estimated<br/>18-19</b> | <b>Projected<br/>19-20</b> |
|---------------------------|---|-------------------------|-------------------------|----------------------------|----------------------------|
| Department Goal 5:        | <b>Develop Internal Audit function for Clackamas County</b>   |                         |                         |                            |                            |
| Activity to Further Goal: | Creation of Internal Audit Charter, Internal Audit Oversight Committee, Internal Auditor recruitment and hire |                         |                         |                            |                            |
| Performance Measure:      | Completion of activities  | yes                     | yes                     | yes                        | yes                        |
| Activity to Further Goal: | Perform risk based assessment and develop internal audit plan   |                         |                         |                            |                            |
| Performance Measure:      | Presentation to Internal Audit Oversight Committee and Clackamas County Board of Commissioners                | yes                     | yes                     | yes                        | yes                        |
| Activity to Further Goal: | Prepare, present and publish internal audit reports as per the audit plan                                     |                         |                         |                            |                            |
| Performance Measure:      | Presentation to Internal Audit Oversight Committee and Clackamas County Board of Commissioners                | yes                     | yes                     | yes                        | yes                        |



## **Sheriff**

**Craig Roberts, Sheriff**

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

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

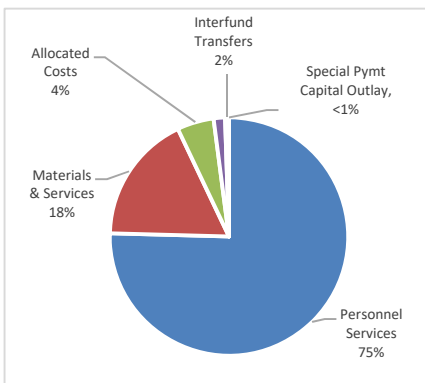


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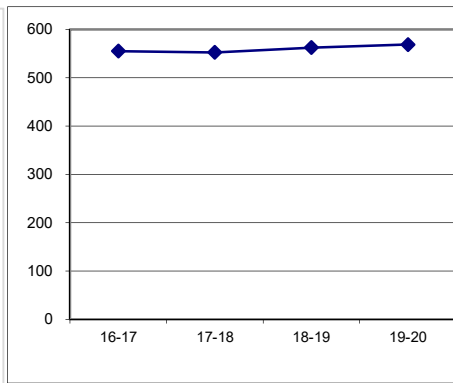
**CLACKAMAS**  
C O U N T Y



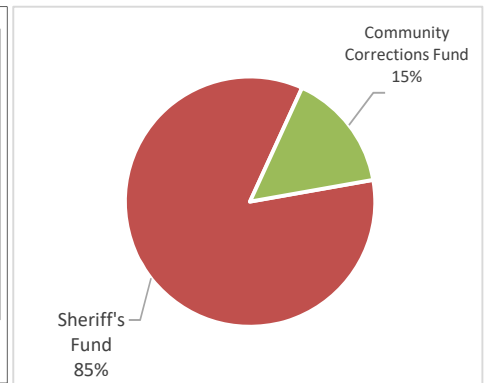
|   | 2016-17<br>Actual  | 2017-18<br>Actual  | 2018-19<br>Budget  | 2018-19<br>Est Actual | 2019-20<br>Budget  |
|---|--------------------|--------------------|--------------------|-----------------------|--------------------|
| <b>Requirements by Budgetary Category</b> |                    |                    |                    |                       |                    |
| Personnel Services                        | 73,876,890         | 78,341,739         | 83,839,545         | 81,395,709            | 88,998,685         |
| Materials & Services                      | 18,800,854         | 18,570,196         | 21,132,028         | 19,067,557            | 20,654,280         |
| Allocated Costs                           | 4,387,996          | 4,797,981          | 4,815,515          | 4,815,515             | 5,856,368          |
| Capital Outlay                            | 252,227            | 205,014            | 796,125            | 548,875               | 1,848,620          |
| <b>Subtotal Current Expenditures</b>      | <b>97,317,967</b>  | <b>101,914,930</b> | <b>110,583,213</b> | <b>105,827,656</b>    | <b>117,357,953</b> |
| Special Payments                          | 174,520            | 234,414            | 350,579            | 315,579               | 151,277            |
| Interfund Transfers                       | 1,212,520          | 1,812,968          | 1,911,731          | 1,911,731             | 452,889            |
| Contingency                               | -                  | -                  | -                  | -                     | -                  |
| Ending Fund Balance(s)                    | 7,274,646          | 6,360,962          | -                  | 4,508,303             | -                  |
| <b>Total Requirements by Category</b>     | <b>105,979,653</b> | <b>110,323,274</b> | <b>112,845,523</b> | <b>112,563,269</b>    | <b>117,962,119</b> |
| <b>Requirements by Fund</b>               |                    |                    |                    |                       |                    |
| Public Safety Local Option Levy Fund      | 11,254,521         | 516,672            |                    |                       |                    |
| Sheriff's Fund                            | 76,743,216         | 91,041,587         | 93,489,487         | 93,031,431            | 99,797,210         |
| Community Corrections Fund                | 17,981,916         | 18,765,015         | 19,356,036         | 19,531,838            | 18,164,909         |
| <b>Total Requirements by Fund</b>         | <b>105,979,653</b> | <b>110,323,274</b> | <b>112,845,523</b> | <b>112,563,269</b>    | <b>117,962,119</b> |
| <b>Budgeted Full-Time Equivalents</b>     | <b>555.35</b>      | <b>552.60</b>      | <b>562.75</b>      | <b>562.75</b>         | <b>568.75</b>      |



2019-20 Requirements by Category



Full-Time Equivalents



2019-20 Requirements by Fund



### *Department Mission/Purpose*

All members of the Clackamas County Sheriff's Office (CCSO) improve livability by upholding the law, preventing crime, and promoting safety while serving as innovative leaders in partnership with our community.

The mission of the Clackamas County Sheriff's Office is: To preserve life, uphold the law, prevent crime, hold offenders accountable, and promote safety while finding innovative solutions and building partnerships with the community. CCSO fulfills its mission through teamwork and partnerships, as reflected in our motto: "Working Together to Make a Difference."

### *General Overview*

Among the law enforcement programs in the Sheriff's Office are Administration, Support Services, Investigations, Civil, Patrol and the Jail. Administration provides leadership and oversight to all divisions in order to ensure that the residents of Clackamas County receive efficient and effective law enforcement services. Support Services has responsibility for hiring all positions in the Sheriff's Office, as well as, training all staff not working in the Jail. In addition, the Records Division, which handles criminal reports, warrants and protective orders falls under Support Services as does Information Technology, Concealed Handgun Licensing and the Public Safety Training Center. The Investigations Division is responsible for responding to and investigating major criminal incidents, as well as processing any evidence relating to those crimes. The Civil Division is responsible for courthouse security and civil process. The Patrol Division is the first line of defense on crimes against the citizens of Clackamas County. In addition to uniformed patrol officers, it includes units that specialize in marine, dive, canine, search and rescue and school resource needs. The Patrol Division provides services that contribute to the preservation of life, protection of property, preservation of community health and safety and general public assistance. The Jail Division provides secure custody and program services for all adult offenders who have been lodged in jail. It strives to keep all citizens of the community safe and positively impact those who are held or who must serve sentences in the County facility.

In November 2016, the voters of Clackamas County, once again, renewed the five-year, \$51.79 million Public Safety Local Option Levy. The Levy was last renewed by voters in November 2011. Levy revenue funds the 30 sworn staff required to keep 84 jail beds open. These jail beds originally closed in 2002 for lack of funding. The Levy also provides for 18 patrol positions and funds 11 staff members who provide additional enforcement to combat drug-related crimes.

In keeping with the Board of Commissioners' goal of enhancing the effectiveness of all public safety related services, the Sheriff's Office has developed the goals and performance measures that are summarized in the document that follows.



**Clackamas County Sheriff's Office Strategic Plan  
Fiscal Year 2019-20**

**Countywide Area of Focus: Keep Our Residents Safe, Healthy and Secure**

**DEPARTMENT GOAL 1: IMPROVE LIVABILITY FOR THE CITIZENS OF CLACKAMAS COUNTY**

|                                 |  | <b>Actual<br/>FY16-17</b> | <b>Actual<br/>FY17-18</b> | <b>Estimated<br/>FY 18-19</b> | <b>Projected<br/>FY 19-20</b> |
|---------------------------------|--|---------------------------|---------------------------|-------------------------------|-------------------------------|
| <b>Activity to Further Goal</b> | Continue to fund and provide leadership to the Clackamas County Inter-Agency Taskforce targeting drug trafficking organizations. Continue support of the Neighborhood Livability Project where deputies, employees and community partners collaboratively develop means to streamline the process of clean up nuisance houses; reducing the process from months to weeks       |                           |                           |                               |                               |
| <b>Performance Measure</b>      | By 2018, the property crime rate will be less than 2,400 per 100,000 persons   | 2,121                     | 2,440                     | 2,200                         | 2,175                         |
| <b>Activity to Further Goal</b> | Continue to provide support and services to survivors of domestic violence, sexual assault and vulnerable adult abuse at A Safe Place Family Justice Center. Enforce the legislation whereby a law enforcement officer may immediately issue a Temporary Restraining Order. In partnership with local Chiefs of Police, continue to fund a Sexual Assault Response Coordinator |                           |                           |                               |                               |
| <b>Performance Measure</b>      | By 2019, the violent crime rate will be less than 95 per 100,000 persons per year  | 80                        | 85                        | 78                            | 76                            |

**DEPARTMENT GOAL 2: HOLD OFFENDERS ACCOUNTABLE FOR COURT APPEARANCES AND COMPLIANCE WITH RELEASE CONDITIONS**

|                                 |   | <b>Actual<br/>FY16-17</b> | <b>Actual<br/>FY17-18</b> | <b>Estimated<br/>FY18-19</b> | <b>Projected<br/>FY19-20</b> |
|---------------------------------|---|---------------------------|---------------------------|------------------------------|------------------------------|
| <b>Activity to Further Goal</b> | Develop a system for service and tracking of arrest warrants through sweeps and daily assignments |                           |                           |                              |                              |
| <b>Performance Measure</b>      | Reduce the number of outstanding warrants per year over the next three years                      | 8,697                     | 9,856                     | 10,040                       | 10,300                       |

**DEPARTMENT GOAL 3: REDUCE THE NUMBER OF INMATES FORCE RELEASED INTO THE COMMUNITY**

|                                 |   | <b>Actual<br/>FY16-17</b> | <b>Actual<br/>FY17-18</b> | <b>Estimated<br/>FY18-19</b> | <b>Projected<br/>FY19-20</b> |
|---------------------------------|---|---------------------------|---------------------------|------------------------------|------------------------------|
| <b>Activity to Further Goal</b> | Continue use of video court to adjudicate offenders in a timely manner, creating more bed space for violent offenders. Provide transition services to inmates released from the jail who are not on formal supervision. Develop and implement a pretrial system to assist the judiciary in the release of the appropriate detainee at arraignment |                           |                           |                              |                              |
| <b>Performance Measure</b>      | Reduce forced releases by 2 percent per year  | 2,807                     | 1,618                     | 1,063                        | 1,010                        |



## **District Attorney**

**John Foote, District Attorney**

**807 Main Street  
Oregon City, Oregon 97045  
503-655-8431**

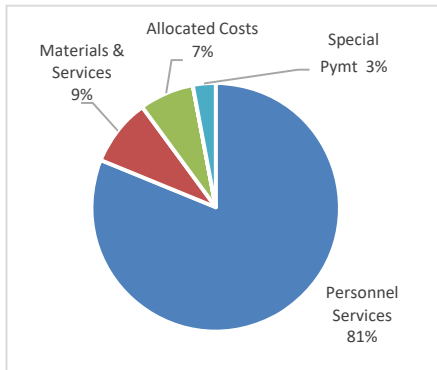
Website Address: <https://www.clackamas.us/da>



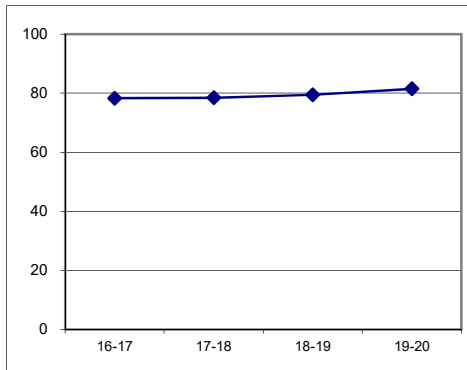
Summary of Requirements by Department

**District Attorney's Department**

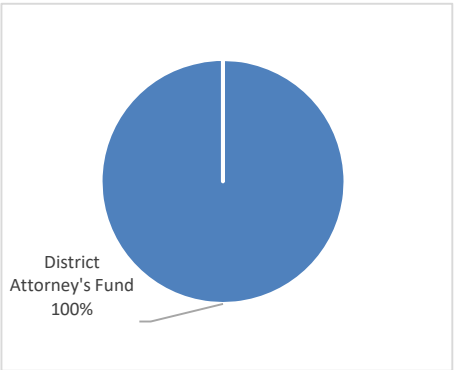
|   | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Budget |
|---|-------------------|-------------------|-------------------|-----------------------|-------------------|
| <b>Requirements by Budgetary Category</b> |                   |                   |                   |                       |                   |
| Personnel Services                        | 9,466,949         | 9,923,008         | 11,171,943        | 10,905,628            | 12,128,460        |
| Materials & Services                      | 1,587,842         | 1,337,469         | 1,544,152         | 1,295,845             | 1,305,438         |
| Allocated Costs                           | 828,508           | 867,146           | 860,990           | 860,990               | 1,065,141         |
| Capital Outlay                            | -                 | -                 | -                 | -                     | -                 |
| <b>Subtotal Current Expenditures</b>      | <b>11,883,299</b> | <b>12,127,623</b> | <b>13,577,085</b> | <b>13,062,463</b>     | <b>14,499,039</b> |
| Special Payments                          | -                 | 440,000           | 440,000           | 440,000               | 440,000           |
| Ending Fund Balance(s)                    | 844,502           | 718,956           | -                 | 604,917               | -                 |
| <b>Total Requirements by Category</b>     | <b>12,727,801</b> | <b>13,286,579</b> | <b>14,017,085</b> | <b>14,107,380</b>     | <b>14,939,039</b> |
| <b>Requirements by Fund</b>               |                   |                   |                   |                       |                   |
| District Attorney's Fund                  | 12,727,801        | 13,286,579        | 14,017,085        | 14,107,380            | 14,939,039        |
| <b>Total Requirements by Fund</b>         | <b>12,727,801</b> | <b>13,286,579</b> | <b>14,017,085</b> | <b>14,107,380</b>     | <b>14,939,039</b> |
| <b>Budgeted Full-Time Equivalent</b>      | <b>78.30</b>      | <b>78.45</b>      | <b>79.50</b>      | <b>79.50</b>          | <b>81.50</b>      |



2019-20 Requirements by Category



Full-Time Equivalents



2019-20 Requirements by Fund



### Department Mission/Purpose

The services provided by the District Attorney's Office ("DA's office") are a cornerstone of an effective public safety system. It is our responsibility and duty to fairly and impartially apply the law in pursuing justice and safety for crime victims and our community.

The DA's office operates under these guiding principles:

- To enforce the rule of law by providing fair, equitable and unbiased prosecution services.
- To be responsive to the needs of our community by proactively working to address emerging crime issues through outreach and education.
- To provide effective services to victims of crime by educating them on their constitutional and statutory rights, providing compassionate guidance and support through legal processes, and the timely communication of case outcomes.
- To be responsive to law enforcement partners by being flexible in addressing emerging trends in criminal activity and providing expert legal advice and guidance.
- To find ways at both the adult and juvenile levels to provide education and access to community services and/or programs that are aimed to reduce reentry into the criminal justice system.
- To provide the highest quality, most cost effective child support services.
- Honor diversity in all its forms.

### General Overview of Programs

The DA's office is bound by the State of Oregon Constitution and laws governed at local, state and federal levels to represent the government in its pursuit of justice and safety. It is responsible for carrying out key functions including - prosecuting felony and misdemeanor crimes, conducting grand jury proceedings, as well as establishing court ordered child support, modification, and collecting monies that support our families in Clackamas County.

The elected District Attorney leads 31 deputies and six to seven law clerks who work in trial teams. The trial teams are broken out by crime and/or crime type:

### Management Team

The management team is comprised of the elected DA, two chief deputy DA's, the office administrator and the director of victims services. The team sets policy for the office and provides leadership and supervision to the people under their direct responsibilities. In addition to the daily work of the Deputy District Attorneys in their cases, for which the two Chief Deputies are ultimately responsible to manage and lead, the office administrator leads and directs a wide variety of office functions, including information technology, human resources, finance, and records retention and discovery control and compliance, as well as the analysis of crime data. Each crime victim has constitutional rights which are victim advocates ensure are provided and help each victim to understand the legal process and answer any and all questions that might have. The team works together closely to ensure that the work in these various functions is coordinated and integrated to the greatest possible effect.

The office received 8,320 individual criminal cases from law enforcement, of which 6,092 were charged and prosecuted in court. It is the responsibility of this office to review each case for both factual and legal sufficiency. We are charged with proving the cases in court to the highest legal standard of "beyond a reasonable doubt." In many of the cases that standard is simply not met in the investigation and the case is sent back to the agency for further

investigation. In some cases, there are legal barriers to the admission of some evidence (search warrants and statements of defendants) that might make it impossible to prove. And in each case, if it is declined for prosecution, a “decline memo” is written by the DDA to the agency that submitted the case explaining the reasons for the decline. Those decline memos are a public record upon request.

The office handles thousands of child support cases each year and collects millions of dollars in back ordered child support for needy families and children. Unfortunately, our partner in this work, the Oregon Department of Justice, which provides much of the statistical data for our work is, at the present time, unable to provide up-to-date data on our cases. We hope to work with them to resolve that problem as quickly as possible. It is frankly part of a larger challenge in working with DOJ. They have purchased an enormous new case management system which, as most large technology purchases can be, has proved to be very cumbersome and difficult to work with. It is an ongoing challenge for our office as well as the other DA offices around the state. We are pressing DOJ hard to fix all these problems and will continue to do so for the sake of the people we serve.

Over the years, the DA’s Office has been called by our partners in the court system to participate in an ever increasing number of alternative court programs which must be handled within the current staffing of our office. Some of these court programs are designed to reduce the legal consequences for the criminal behavior with the expectation that will reduce recidivism and crime.<sup>1</sup> Others are not necessarily designed to reduce crime or recidivism but are intended to address certain populations in our system that need special attention.<sup>2</sup> We participate to be a good partner and with the hope that these programs would prove to be effective in reducing crime and recidivism. Unfortunately, the results from these programs in terms of crime and recidivism are mixed at best. Today, Clackamas County has some of the highest recidivism rates as (measured by new arrests, which are the closest measurement to actual reported crime by citizens) in the history of our county and in the state. We hope to work with our partners to take a closer look at that issue and work with them on solutions.

Each DDA carries a substantial caseload of pending cases, depending on the severity and complexity of the particularly caseload. These additional alternative programs are added to our workload with really no additional resources (except the additional DDA to work at the FJC). There is a limit to how much additional work can be added to our everyday and vitally important criminal prosecution, victim’s assistance and child responsibilities.

<sup>1</sup> DUII Court, Domestic Violence Deferred Sentencing Program, Drug Court

<sup>2</sup> Sexual Assault Response Team, Family Justice Center, High Risk Response Team, Strangulation Response Initiative, DV Fatality Review Team, Family Violence Coordinating Counsel, Mental Health Court, Community Court, Human trafficking MDT, Law Enforcement Assisted Diversion (LEAD), Early Resolution Docket (ERD) Neighborhood Livability Project, Community Prosecution, Vehicular Homicide and Assault Team, Interagency Drug Task Force, Child Abuse MDT, Children’s Center MDT/Case Review and the Major Crimes Team.

| Department:                      | District Attorney   | Actual<br>16-17 | Actual<br>17-18 | Estimated<br>18-19 | Projected<br>19-20 |
|----------------------------------|---|-----------------|-----------------|--------------------|--------------------|
| <b>Strategic Plan:</b>           | <b>Fiscal Year 19-20</b>  |                 |                 |                    |                    |
| <b>Countywide Area of Focus:</b> | <b>Build Public Trust Through Good Government</b>   |                 |                 |                    |                    |
| <b>Department Goal 1:</b>        | <b>*Conversion to a "file-less" office:</b>   |                 |                 |                    |                    |
| Activity to Further Goal:        | We have dedicated additional resources to increase the effectiveness of our prosecution efforts by developing and implementing a framework that updates current manual process with a "file-less" solution.<br><br><i>This framework also builds the internal ability and capacity for the office to fluidly meet changing business need without interruption to services to support a "continuous improvement" business model.</i> |                 |                 |                    |                    |
| Performance Measure:             | Removing the reliance on physical files. DDAs will attend court appearances with laptops.   | N/A             | 8,323           | 7,070              | 100%               |
| Performance Measure:             | The number of law enforcement reports transmitted electronically from law enforcement agencies to the DA's Office.  | 9,829           | 8,764           | 12,081             | 13,000             |
| Performance Measure:             | Percentage of law enforcement reports received electronically.  | 76%             | 67%             | 100%               | 100%               |
| Performance Measure:             | The number of electronic discovery packets distributed to defense. <b>FY July - June</b><br><i>Our internal processes for receiving and producing electronic records (evidence) has been converted from a manual to electronic process. Providing the DDAs with access to the evidence within minutes after it's received.</i>  | 12,444          | 11,943          | 10,460             | 11,000             |
| <b>Department Goal 2:</b>        | <b>**To ensure families are receiving Court Ordered child support in the month in which it is due.</b>  |                 |                 |                    |                    |
| Activity to Further Goal:        | A focus on working with the parties to establish fair and equitable Child Support Orders that are consistent with and represent the parties' circumstances to help encourage regular, timely payments.<br><br>Proactively pursue judicial and administrative enforcement actions as necessary to further encourage compliance.  |                 |                 |                    |                    |
| Performance Measure:             | Collections - Percentage of Current Support Collected. <b>FFY OCT-SEPT</b>  | 80.5%           | 80.7%           | 80.7%              | 80.3%              |
|                                  | "Current" Collections Total.  | 19.0M           | 19.1M           | 19.1M              | 19.0M              |
|                                  | "Current" and "Arrears" Collection Total.   | 22.9M           | 23.1M           | 22.4M              | 22.3M              |
| Performance Measure:             | Federal Performance Incentives - Federal rewards for operating an effective and efficient child support program.  | \$130,583       | \$136,794       | \$136,794          | \$136,000          |
| Performance Measure:             | Cost Effectiveness - For every dollar spent in the Family Support Division, the amount of money that is collected for children and families.  | \$17.05         | \$15.10         | \$15.10            | \$15.00            |

| Department: District Attorney   |  | Actual     | Actual     | Estimated  | Projected   |
|---|--|------------|------------|------------|-------------|
| Strategic Plan: Fiscal Year 19-20   |  | 16-17      | 17-18      | 18-19      | 19-20       |
| Countywide Area of Focus: Ensure safe, healthy and secure communities                                     |  |            |            |            |             |
| <b>Department Goal 1: ***Increase efficiency and effectiveness of the criminal justice system:</b>        |  |            |            |            |             |
| Activity to Further   | Continue to allocate staff and resources to case management hearings, early disposition programs, and pre-trial release.   |            |            |            |             |
| Goal:   |  |            |            |            |             |
| Performance Measure:  | Reduce the percentage of all criminal cases scheduled for trial by resolving cases early at the case management hearings.<br><i>Witnesses, victims, and law enforcement are not subpoenaed until a case is scheduled for trial. Therefore, the low percentage of cases actually set for trial saves the state and county money and resources, eliminating preparation and scheduling costs, including law enforcement overtime, as well as court resources which are stretched</i> | 16%        | 18%        | 21%        | 22%         |
| Performance Measure:  | The number of cases resolved in alternative resolution programs.   | <b>460</b> | <b>654</b> | <b>892</b> | <b>1105</b> |
|   | Community Court  | 183        | 212        | 170        | 175         |
|   | Drug Court   | 45         | 129        | 152        | 165         |
|   | Mental Health Court  | 93         | 172        | 170        | 175         |
|   | Domestic Violence Deferred Sentencing Program  | 76         | 82         | 68         | 75          |
|   | DUII Court   | 21         | 36         | 40         | 45          |
|   | Violation Eligible First-Time Offenders  | 42         | 23         | 14         | 20          |
|   | Early Resolution Docket (ERD)  | 0          | 0          | 278        | 450         |
| Performance Measure:  | Number of court appearances where a warrant has been issued due to defendants failure to appear.   | 5,498      | 5,505      | 5,560      | 5,340       |
| <b>Department Goal 2: Protect the constitutional rights of victims:</b>                                   |  |            |            |            |             |
| Activity to Further   | Continue to provide victim(s) "prompt notice" of their constitutional rights as crime victims, which are enumerated in the Oregon constitution. Failure to honor their Constitutional rights can require a case to be completely re-prosecuted.  |            |            |            |             |
| Goal:   |  |            |            |            |             |
| Performance Measure:  | The percentage of available adult named victim(s) in criminal cases who were provided notice of their constitutional rights.   | 100%       | 100%       | 100%       | 100%        |
| <b>Department Goal 3: ****To provide legal protection for children who have been abused or neglected:</b> |  |            |            |            |             |
| Activity to Further   | To continue to provide legal consultation, support, and courtroom advocacy on all juvenile dependency cases in collaboration with the State Department of Human Services & Dept. of Justice.   |            |            |            |             |
| Goal:   |  |            |            |            |             |
| Performance Measure:  | The number of juvenile dependency cases consulted  | 256        | 274        | 221        |             |

\*Please note that data entry was corrected at the end of FY 16-17 which has resulted in an increase in specialty court dispositions. While dispositions are generally on the rise, the large jump between FY 16-17 and FY 17-18 can be attributed to this correction.

\*\*DCS upgraded its statewide computer program to ORIGIN. Due to this transition our constituents have been negatively impacted which was outside of our control. This will result in a decrease in collections which DCS anticipated.

\*\*\*The DA's office has achieved its goal to eliminate physical files. We are pursuing additional initiatives to gain effectiveness and efficiency through streamlining internal processes.

\*\*\*\*DHS made a policy change and this has resulted in fewer cases starting in 2015-16. State funding eliminated for the Juvenile Dependency Program. DOJ is responsible for these cases as of 7/1/2019. However, we will remain involved at some level to protect the victims.



## **Justice Court**

**Karen Brisbin, Justice of the Peace**

**11750 SE 82<sup>nd</sup> Ave #D  
Happy Valley, Oregon 97086  
503-794-3800**

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



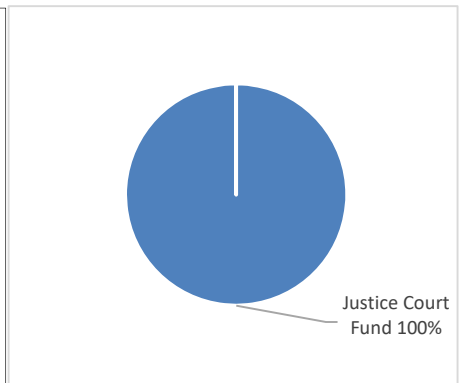
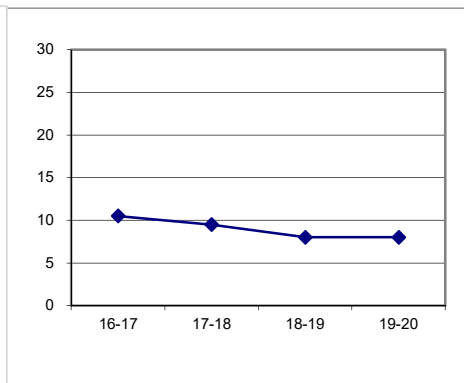
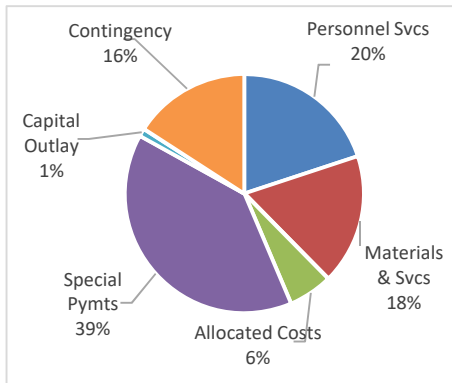


Summary of Requirements by Department

**Justice Court Department**

|   | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Budget |
|---|-------------------|-------------------|-------------------|-----------------------|-------------------|
| <b>Requirements by Budgetary Category</b> |                   |                   |                   |                       |                   |
| Personnel Services                        | 780,345           | 656,953           | 841,299           | 680,730               | 909,068           |
| Materials & Services                      | 491,604           | 493,876           | 736,798           | 684,848               | 807,547           |
| Allocated Costs                           | 246,380           | 273,074           | 252,485           | 252,485               | 274,314           |
| Capital Outlay                            | 327,757           | 11,995            | 11,995            | 11,995                | 48,995            |
| <b>Subtotal Current Expenditures</b>      | <b>1,846,086</b>  | <b>1,435,898</b>  | <b>1,842,577</b>  | <b>1,630,058</b>      | <b>2,039,924</b>  |
| Special Payments                          | 1,097,973         | 1,227,826         | 1,700,000         | 1,500,000             | 1,800,000         |
| Interfund Transfer                        | 1,305,683         | 1,147,266         | 1,375,508         | 1,375,508             | 700,000           |
| Reserves                                  | -                 | -                 | -                 | -                     | -                 |
| Contingency                               | -                 | -                 | 769,577           | -                     | 725,645           |
| Ending Fund Balance(s)                    | 1,147,266         | 1,966,663         |                   | 1,430,719             | -                 |
| <b>Total Requirements by Category</b>     | <b>5,397,008</b>  | <b>5,777,653</b>  | <b>5,687,662</b>  | <b>5,936,285</b>      | <b>5,265,569</b>  |
| <b>Requirements by Fund</b>               |                   |                   |                   |                       |                   |
| Justice Court Fund                        | 5,397,008         | 5,777,653         | 5,687,662         | 5,936,285             | 5,265,569         |
| <b>Total Requirements by Fund</b>         | <b>5,397,008</b>  | <b>5,777,653</b>  | <b>5,687,662</b>  | <b>5,936,285</b>      | <b>5,265,569</b>  |

| <b>Budgeted Full-Time Equivalents</b> | 10.50 | 9.50 | 8.00 | 8.00 | 8.00 |
|---------------------------------------|-------|------|------|------|------|
|---------------------------------------|-------|------|------|------|------|



2019-20 Requirements by Category

Full-Time Equivalents

2019-20 Requirements by Fund



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[Department Mission/Purpose](#)

The mission of the Justice Court is to promote justice in a fair and impartial forum; establishing public trust and confidence by providing citizens convenient access to justice and utilizing public resources efficiently and in a manner that demonstrates fiscal responsibility, accountability and sustainability.

[General Overview of Programs](#)

Justice Court operates two departments, criminal and civil, with one elected Justice Court Judge, one administrative services supervisor and four legal secretaries working 4.75 time.

Justice Court's criminal division adjudicates violations including traffic, marine, fish and wildlife, tobacco, drug and alcohol, federal weigh master, state park and Tri Met light rail. There are 43 law enforcement agencies citing violations to the court. Citizens have many options in resolving cases such as pleading not guilty or no contest at the court window with a clerk in the violations bureau, paying the fine in full or setting up a payment plan, seeing a judge in person at scheduled arraignments, or entering a no contest plea and paying the fine online. If a citizen enters a plea of not guilty by mail or in person, a trial is heard by the judge. At trial the citizen may appear before the judge or submit written testimony by declaration in lieu of personal appearance at trial.

Justice Court's civil division hears Forcible Entry and Unlawful Detainer (FED) Evictions, Small Claims, and civil cases up to \$10,000. The Court provides civil court services to local citizens at a reasonable cost providing access to justice. The Court pays county Resolution Services for the parties' cost of mandatory mediation in small claims' cases to assist citizens in resolving their civil disputes in an informal meeting prior to the trial date. For all civil cases, there is an opportunity for a citizen to resolve their individual case by agreement of the parties prior to a contested hearing or trial heard by the judge.

[Significant Issues & Changes](#)

Justice Court continues to make advances in its strategic plan of operating a paperless department by implementing new software and continuing to develop technology for court management to streamline case processing and enable the court to produce accurate reports to track data. A byproduct of the development of technology is a reduction in the overall number of staff needed to process cases.

Justice Court violation case filings remain steady with a projected number of 21,663 cases in FY18-19 compared to 20,749 cases filed in FY17-18. Most traffic violations are filed electronically by police agencies. As citations are filed, the court management system automatically creates a new electronic court file. If the citation results in a conviction, the conviction data is electronically transmitted to DMV. If payment of the fine is enforced through collections, the judgment is electronically transmitted to the collection agency and the satisfaction of judgment is electronically posted to the court case. Through advanced technology processes, staff time is significantly reduced, less paper is purchased, postage costs are lower, case processing is faster and more accurate. In FY 19-20 the Court plans to work with DMV to develop technology processes for transferring documents electronically between courts and DMV made possible by new DMV software.

Justice Court's civil department receives eviction, civil and small claims' filings for local disputes in the County. The Court is in the beginning phase of implementing electronic filing and processing of eviction cases. This project reduces staff time for all parties and eliminates the need for the plaintiff to drive to the Court office to file a case. In FY 19-20 the Court will explore expanding electronic filing to include small claims' cases.



# **Miscellaneous and Pass-Through Items**



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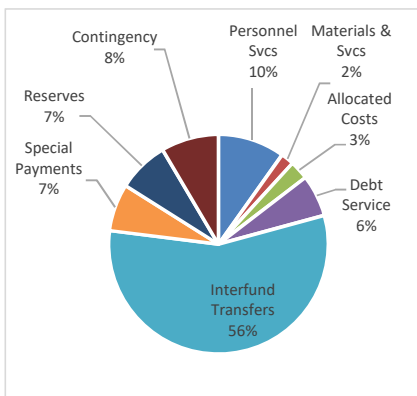
Summary of Requirements by Department

Miscellaneous & Pass-Through Items

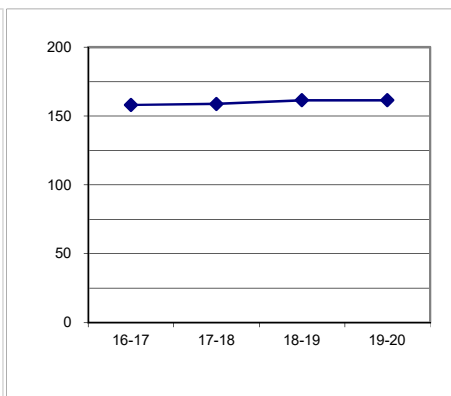
|   | 2016-17<br>Actual  | 2017-18<br>Actual  | 2018-19<br>Budget  | 2018-19<br>Est Actual | 2019-20<br>Budget  |
|---|--------------------|--------------------|--------------------|-----------------------|--------------------|
| <b>Requirements by Budgetary Category</b> |                    |                    |                    |                       |                    |
| Personnel Services                        | 16,421,640         | 17,393,487         | 20,212,668         | 18,833,441            | 22,172,198         |
| Materials & Services                      | 6,495,738          | 32,945,087         | 10,002,592         | 6,176,999             | 4,260,126          |
| Allocated Costs                           | 5,595,418          | 5,563,485          | 6,290,935          | 6,290,935             | 6,327,523          |
| Capital Outlay                            | 24,692             | 7,438              | 282,505            | 282,505               | -                  |
| <b>Subtotal Current Expenditures</b>      | <b>28,537,488</b>  | <b>55,909,497</b>  | <b>36,788,700</b>  | <b>31,583,880</b>     | <b>32,759,847</b>  |
| Special Payments                          | 2,667,802          | 16,156,556         | 43,743,325         | 27,830,480            | 15,651,477         |
| Debt Service                              | 9,303,470          | 14,827,178         | 13,640,761         | 13,648,002            | 13,858,689         |
| Interfund Transfers                       | 109,122,008        | 114,168,339        | 118,300,865        | 117,778,794           | 126,274,972        |
| Reserves                                  | -                  | -                  | 20,563,075         | -                     | 16,936,286         |
| Contingency                               | -                  | -                  | 10,587,867         | -                     | 19,085,780         |
| Ending Fund Balance(s)                    | 98,752,870         | 87,048,725         |                    | 58,725,315            |                    |
| <b>Total Requirements by Category</b>     | <b>248,383,638</b> | <b>288,110,295</b> | <b>243,624,593</b> | <b>249,566,471</b>    | <b>224,567,051</b> |

|   |                    |                    |                    |                    |                    |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Requirements by Fund</b>                   |                    |                    |                    |                    |                    |
| General Fund - WES Payroll                    | 11,182,343         | 11,679,408         | 13,512,073         | 12,725,193         | 14,946,778         |
| General Fund - NCPRD Payroll                  | 4,344,346          | 4,896,734          | 5,879,127          | 5,416,462          | 6,378,696          |
| General Fund - Dev Agcy Payroll               | 659,277            | 574,077            | 535,458            | 473,143            | 569,800            |
| General Fund - Non Departmental               | 205,195,940        | 211,972,924        | 196,599,926        | 203,652,605        | 179,854,751        |
| County School Fund                            | 64,303             | 305,553            | 730,475            | 730,000            | -                  |
| Law Library Fund                              | 781,786            | 712,930            | 658,461            | 670,999            | 631,100            |
| Employer Contribution Res Fund                | 2,685,280          | 2,712,044          | 2,712,044          | 2,757,044          | 2,757,044          |
| Cty Safety Net Leg Local Proj Fund            | 124,752            | 35,677             | 378,292            | 455,128            | 359,431            |
| Transient Room Tax Fund                       | 4,691,928          | 4,826,913          | 5,442,710          | 5,332,486          | 5,425,636          |
| Debt Service Fund                             | 9,626,646          | 41,341,865         | 8,706,303          | 8,706,303          | 8,707,061          |
| General Obligation Bond Debt Svcs Fund        | -                  | 4,592,987          | 4,690,155          | 4,865,539          | 4,907,325          |
| Local Improvement District Cons Fund          | 541,072            | 542,925            | 27,429             | 29,429             | 29,429             |
| Damascus Successor Private Purpose Trust Fund | 8,485,964          | 3,916,258          | 3,752,140          | 3,752,140          | -                  |
| <b>Total Requirements by Fund</b>             | <b>248,383,638</b> | <b>288,110,295</b> | <b>243,624,593</b> | <b>249,566,471</b> | <b>224,567,051</b> |

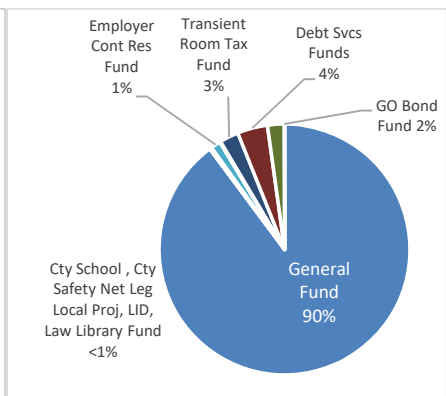
|                                       |               |               |               |               |               |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>Budgeted Full-Time Equivalents</b> | <b>158.14</b> | <b>158.82</b> | <b>161.53</b> | <b>161.53</b> | <b>161.51</b> |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|



2019-20 Requirements by Category



Full-Time Equivalents



2019-20 Requirements by Fund



### Department Mission/Purpose

This section includes units that are not part of other departments.

### General Overview of Programs

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

The *Non-Departmental* organizational unit contains the costs of operations not directly attributable to other organizations within the General Fund, operating transfers to other funds within the County, contingency and reserves.

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.

Operating revenue for the *Law Library Fund* comes from a portion of the filing fee in civil court cases plus a small amount from interest and fees for copies.

The *Employer Contribution Reserve Fund* was established to hold moneys set aside to offset increases in required employer contributions for employee benefit programs.

The *County Safety Net Legislation Local Projects Fund* accounts for eligible local projects and activities per the Secure Rural Schools and Community Self-Determination Act.

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.

*Debt Service* accounts for principal and interest payments on general obligation long-term debts and the accumulation of resources from which to make those payments.

The *Damascus Successor Private Purpose Trust Fund* accounts for transactions required to terminate former city operations and return remaining funds to residents after City of Damascus voters elected to disincorporate in 2016.



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Clackamas County's budget is put together by fund. There are both federal and state requirements for local governments to budget by fund as means of maintaining records for resources that are designated to carry out specific activities or meet particular objectives. Oregon Administrative Rules define a fund as, "a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives." (OAR 150-294.352)

This section contains financial and narrative summaries for each of the County's budgeted funds. Resources and requirements are summarized by category. Operating revenues are compared with operating expenditures and changes in each are graphed. Fund balance and staffing levels are also presented. In the narrative discussion, significant revenue and expenditure items are highlighted and issues and changes in the current budget are explained. Funds are grouped in this section by type. The following is a brief explanation of the purpose of each fund type.

*General Fund* – The General Fund is used to record transactions relating to activities for which specific types of funds are not required. It is the general operating fund for local governments.

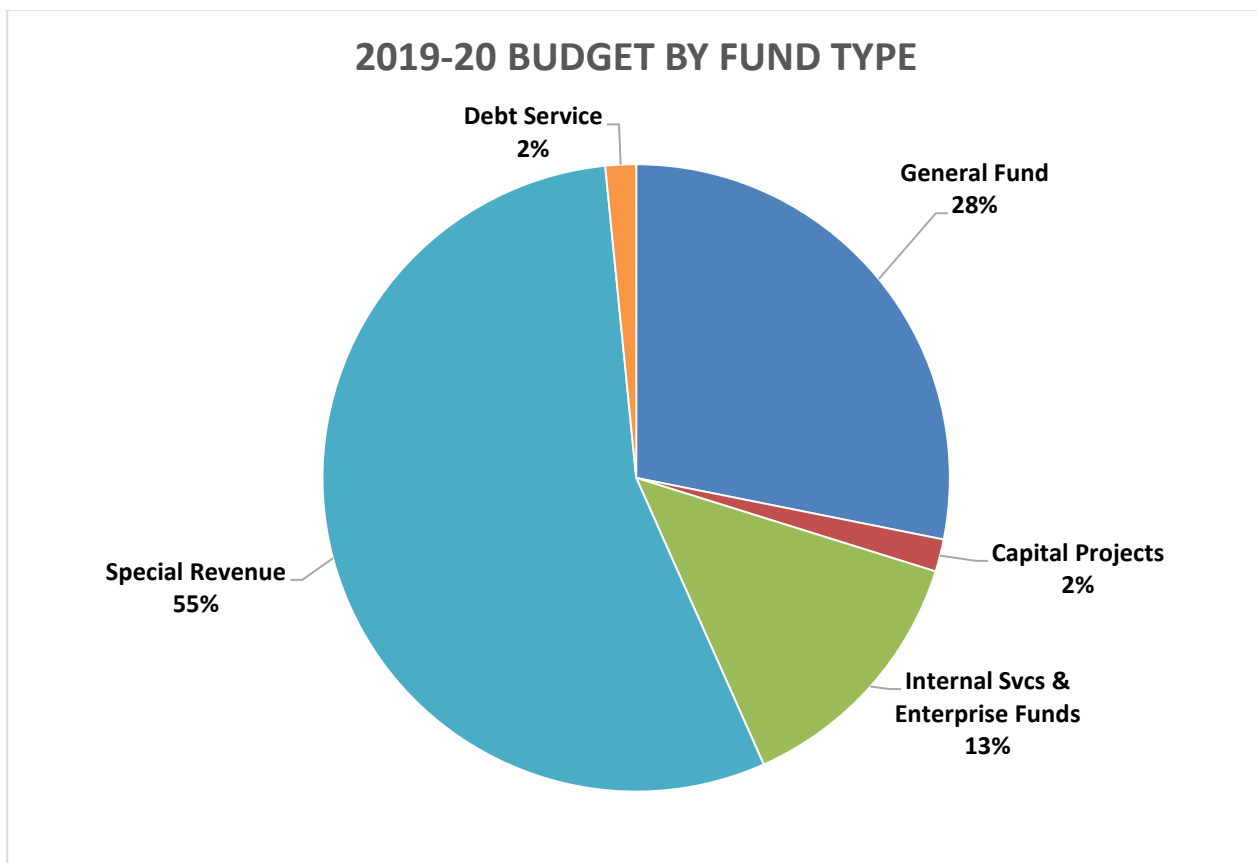
*Special Revenue Funds* – This type of fund accounts for specific revenue sources that are restricted to expenditures for designated purposes.

*Internal Service and Enterprise Funds* – An Internal Service fund is used to account for services furnished by one County department to other departments within the County. An Enterprise fund is used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product.

*Debt Service Funds* – Principal and interest payments on general obligation long-term debt are recorded in a Debt Service fund. Resources cannot be diverted or used for any other purpose.

*Capital Project Funds* – A Capital Project fund accounts for the receipt and disbursement of moneys used to finance the building or acquisition of capital facilities. These activities are non-recurring, major expenditures.

*Trust and Agency Fund* – This type of fund is used to account for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.



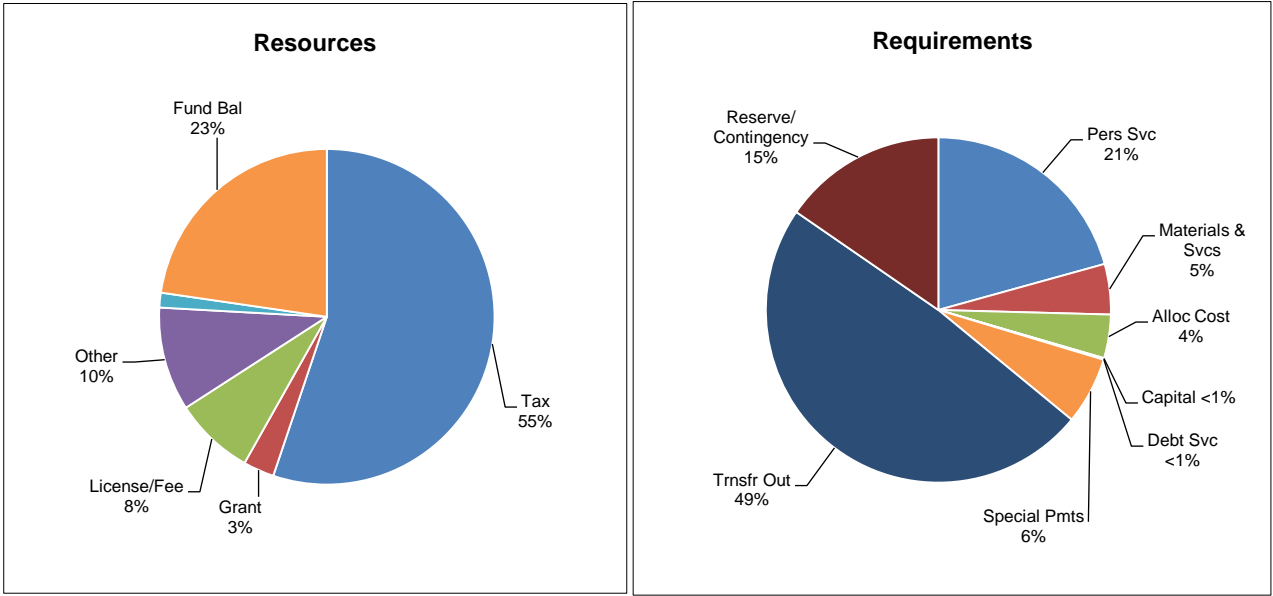




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**CLACKAMAS**  
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# General Fund



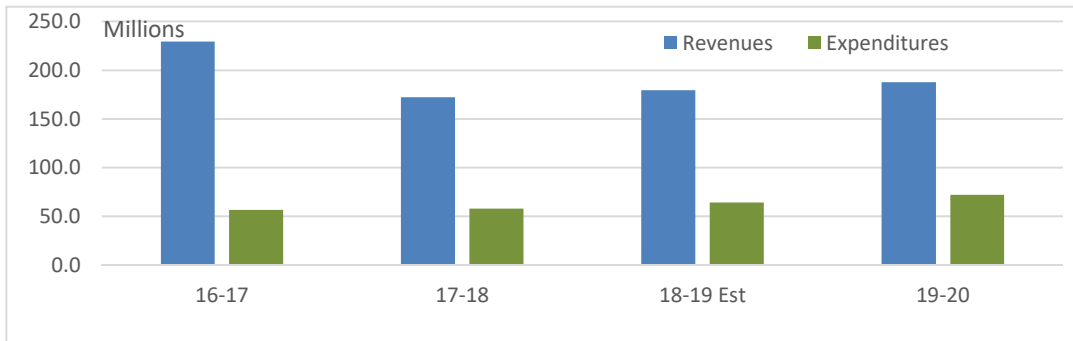
The General Fund is used to account for activities for which specific types of funds are not required. It is the general operating fund for local governments.



**General Government**

**General Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual  | 2017-18<br>Actual  | 2018-19<br>Budget  | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|--------------------|--------------------|--------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                    |                    |                    |                       |                    |
| Beginning Fund Balance                    | 24,756,082         | 90,467,975         | 79,175,296         | 79,175,296            | 55,125,281         |
| <b>Current Revenues</b>                   |                    |                    |                    |                       |                    |
| Taxes                                     | 116,930,139        | 121,632,813        | 127,820,000        | 131,079,902           | 134,018,289        |
| Federal Revenue                           | 1,865,713          | 2,469,206          | 1,689,397          | 1,813,444             | 640,000            |
| State Revenue                             | 4,756,459          | 7,661,269          | 5,811,000          | 6,428,127             | 6,294,179          |
| Local Revenue                             | 392,765            | 388,620            | 380,306            | 381,561               | 311,879            |
| Licenses                                  | 2,147,559          | 2,108,554          | 2,140,512          | 2,086,337             | 1,991,968          |
| Fees & Fines                              | 17,398,631         | 16,155,786         | 15,443,490         | 14,987,469            | 16,764,501         |
| Other Revenue                             |                    |                    |                    |                       |                    |
| Salary Reimbursement                      | 16,900,620         | 17,789,972         | 20,840,068         | 19,179,433            | 22,760,485         |
| Bond Sale Proceeds & Prem                 | 66,165,457         |                    | -                  | -                     | -                  |
| Miscellaneous                             | 1,375,193          | 2,758,594          | 1,295,474          | 2,159,887             | 1,521,072          |
| Interfund Transfers                       | 1,649,210          | 1,147,266          | 1,542,490          | 1,385,508             | 3,457,044          |
| <b>Subtotal Current Revenues</b>          | <b>229,581,746</b> | <b>172,112,080</b> | <b>176,962,737</b> | <b>179,501,668</b>    | <b>187,759,417</b> |
| <b>Total Resources</b>                    | <b>254,337,828</b> | <b>262,580,055</b> | <b>256,138,033</b> | <b>258,676,964</b>    | <b>242,884,698</b> |
| <b>Requirements by Category</b>           |                    |                    |                    |                       |                    |
| <b>Current Expenditures</b>               |                    |                    |                    |                       |                    |
| Personnel Services                        | 40,103,427         | 41,141,810         | 46,885,187         | 44,318,433            | 50,275,879         |
| Materials & Services                      | 7,059,734          | 7,431,893          | 14,005,744         | 9,397,377             | 11,468,825         |
| Allocated Costs                           | 8,756,846          | 9,030,112          | 9,630,517          | 9,630,517             | 9,907,106          |
| Capital Outlay                            | 428,432            | 154,910            | 685,211            | 535,029               | 130,947            |
| <b>Subtotal Current Expenditures</b>      | <b>56,348,439</b>  | <b>57,758,725</b>  | <b>71,206,659</b>  | <b>63,881,356</b>     | <b>71,782,757</b>  |
| Special Payments                          | 2,559,586          | 16,132,989         | 42,647,382         | 27,017,607            | 15,305,220         |
| Debt Service                              | 244,303            | 244,303            | 244,303            | 251,544               | 244,303            |
| Interfund Transfers                       | 104,717,527        | 109,268,741        | 112,816,173        | 112,401,176           | 118,162,863        |
| Reserves                                  | -                  | -                  | 20,857,839         | -                     | 17,123,148         |
| Contingency                               | -                  | -                  | 8,365,677          | -                     | 20,266,407         |
| Ending Fund Balance                       | 90,467,973         | 79,175,297         |                    | 55,125,281            |                    |
| <b>Total Requirements</b>                 | <b>254,337,828</b> | <b>262,580,055</b> | <b>256,138,033</b> | <b>258,676,964</b>    | <b>242,884,698</b> |
| <b>Budgeted Full-Time Equivalents</b>     | <b>369.21</b>      | <b>351.28</b>      | <b>357.74</b>      | <b>357.74</b>         | <b>358.84</b>      |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The General Fund is the main operating fund of Clackamas County. It accounts for the activities of elected officials not reported in separate funds including the County Commissioners, Assessor, Clerk and Treasurer, and for other activities not fitting in any other fund.

**Revenue Summary**

Beginning Fund Balance is budgeted at \$24 million lower for 2019-20 than it was in 2018-19 due to the continuation of emergency radio equipment purchase from proceeds of a general obligation bond.

Revenues not designated for special purposes are recorded in the General Fund. These include property tax receipts although most of this revenue is subsequently transferred to other funds. For 2019-20, property tax revenue (current and delinquent) is budgeted at \$134 million, an increase of \$6.2 million over the previous year's budget. After several years of slow growth during the recession, total property tax collections are now rising again.

Federal Revenue has been unpredictable over the past few years due to almost annual changes in timber legislation. Since the Secure Rural Schools and Community Self-Determination Act, which had existed with multiple changes and extensions since 2000 was not further extended, the disbursement formula reverted to the previous legislation. Given this unpredictability the County is not assuming it will receive funds in 2019-20.

Included in State Revenues are \$1.4 million to support the operation of the County Assessor, and \$2.8 million in cigarette and liquor taxes. Court Assessments provide an additional \$513,000. For 2018-19, state funding increased approximately \$1.3 million due to the introduction of legalized marijuana sales. The total level of state funding is expected to remain flat for 2019-20.

Licenses are budgeted at \$2 million for 2019-20, almost all attributable to cable franchise fees. This has been a stable revenue source for the County for years but has started to show a decline as cable customers discontinue service in favor of other options.

Charges from General Fund supported departments to other departments for services rendered appear as Fee Revenue. These include administration, legal, accounting, personnel and purchasing services among others. As a group, these amount to about \$14 million in 2019-20 and provide operating income for the corresponding services. Another significant revenue in this category is recording fees which are estimated to total \$2.4 million in the Clerk's Office.

The most changeable category of General Fund revenue in the last two years has been Other Revenue. In 2016-17 it increased \$59 million due to the issuance of debt to finance the update of emergency radio communications in Clackamas County as discussed above. As expected, there is a corresponding reduction in revenue budgeted for 2017-18. Salary reimbursements from other County agencies for payroll costs provide \$22.7 million also classified as Other Revenue. The County processes the payrolls for these separate entities and they reimburse costs dollar for dollar. Additional salary reimbursements within the General County, interest earned and special district elections reimbursements are other revenues reported in this category.

The Interfund Transfer revenue category includes \$700,000 from the Justice Court and a one-time transfer of \$2.7 million from the PERS Employer Contribution Reserve.

**Expenditure Summary**

Personnel Services expenditures account for \$50.2 million in the 2019-20 budget, an increase of \$3.4 million. Counted in this category is \$21.7 million of reimbursed payroll costs from other agencies: Water Environment Services, North

Clackamas Parks and Recreation District and the Development Agency. Other costs include staffing for elected officials and the other general service divisions.

The Materials and Services category encompasses a wide variety of items totaling \$11.4 million. Items classified as materials and services include office rental, postage, printing, supplies, election costs, professional services, and communications costs.

Costs are allocated to General Fund divisions for services provided to them by other divisions. These include data processing, facilities maintenance and records management and amount to \$9.6 million for 2019-20.

The Capital Outlay budget is \$131,000. This is an allowance for items such as computer hardware and software upgrades and building improvements as may be needed and varies from year to year.

Special Payments is category that includes contributions made by Clackamas County to other governments and agencies to support programs that benefit county residents. In 2016-17, \$59 million in bond proceeds was budgeted here but equipment was not purchased nearly as quickly as anticipated and actual expenditure for that year was less than \$3 million. The larger expenditures in the ensuing years reflect communication equipment as it is being acquired by cities and fire districts. Other more routine expenditures that are accounted for in this category provide for watermasters in districts serving Clackamas County, fire patrols, predation control and a variety of small annual grants to local service providers.

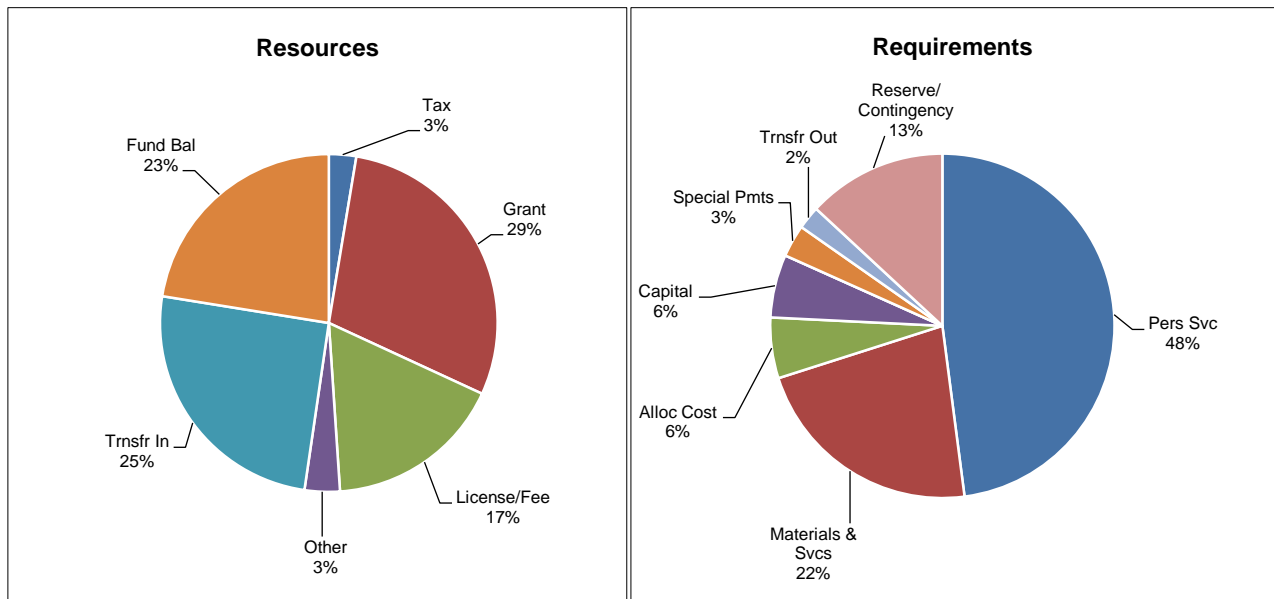
Interfund Transfers totaling \$118 million flow from the General Fund to many other funds to support their operations. Among the larger recipients are the Sheriff (\$65 million), District Attorney (\$11 million), and Juvenile Department (\$8.2 million).

Contingency and Reserves amount to \$37.4 million for 2019-20, an increase of \$8.1 million. This is money set aside for unforeseen expenses in the current year (Contingency) and money set aside for the future (Reserves). As the need arises, the County Commissioners can transfer from contingency to particular General Fund divisions or other funds to help them meet unexpected costs.

### **Significant Issues & Changes**

Property tax revenue, by far the largest source of non-restricted revenue in the County is accounted for in the General Fund. After several years of slow growth following the collapse in the real estate market, collection rates have returned to normal levels which enables the County to provide maintenance level funding to operations that must depend upon this support.

# Special Revenue Funds



This type of fund accounts for specific revenue sources that are restricted to expenditures for designated purposes.



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**CLACKAMAS**  
C O U N T Y

**Funds Included In This Section:**

**Department:**

|   |                                  |
|---|----------------------------------|
| County Fair Fund  | Business and Community Services  |
| County School Fund                                      | Miscellaneous and Pass Through   |
| Building Codes Fund                                     | Transportation and Development   |
| Public Safety Local Option Levy Fund (History)          | Sheriff                          |
| Resolution Services Fund                                | Resolution Services              |
| Business and Economic Development Fund                  | Business and Community Services  |
| Disaster Management                                     | Disaster Management              |
| Law Library Fund  | Miscellaneous and Pass Through   |
| Library Services Fund                                   | Business and Community Services  |
| Parks Fund  | Business and Community Services  |
| Planning Fund   | Transportation and Development   |
| Road Fund   | Transportation and Development   |
| Sheriff Fund  | Sheriff                          |
| Code Enforcement, Resource Conservation and Solid Waste | Transportation and Development   |
| Property Disposition Fund                               | Business and Community Services  |
| Community Corrections Fund                              | Sheriff                          |
| District Attorney Fund                                  | District Attorney                |
| Justice Court Fund                                      | Justice Court                    |
| Transportation SDC Fund                                 | Transportation and Development   |
| Public Land Corner Preservation Fund                    | Transportation and Development   |
| Joint Transportation SDC Fund                           | Transportation and Development   |
| Health, Housing and Human Services Administration Fund  | Health, Housing & Human Services |
| Behavioral Health Fund                                  | Health, Housing & Human Services |
| Social Services Fund                                    | Health, Housing & Human Services |
| Community Development Fund                              | Health, Housing & Human Services |
| Community Solutions for Clackamas County Fund (History) | Health, Housing & Human Services |
| Children, Family and Community Connections Fund         | Health, Housing & Human Services |
| Dog Services Fund                                       | Transportation and Development   |
| Employer Contribution Reserve Fund                      | Miscellaneous and Pass Through   |
| County Safety Net Legislation Local Projects Fund       | Miscellaneous and Pass Through   |
| Public Health Fund                                      | Health, Housing & Human Services |
| Clackamas Health Centers Fund                           | Health, Housing & Human Services |
| Transient Room Tax Fund                                 | Miscellaneous and Pass Through   |
| Tourism Development Fund                                | Tourism and Cultural Affairs     |
| Forest Management Fund                                  | Business and Community Services  |
| Juvenile Fund   | Juvenile                         |



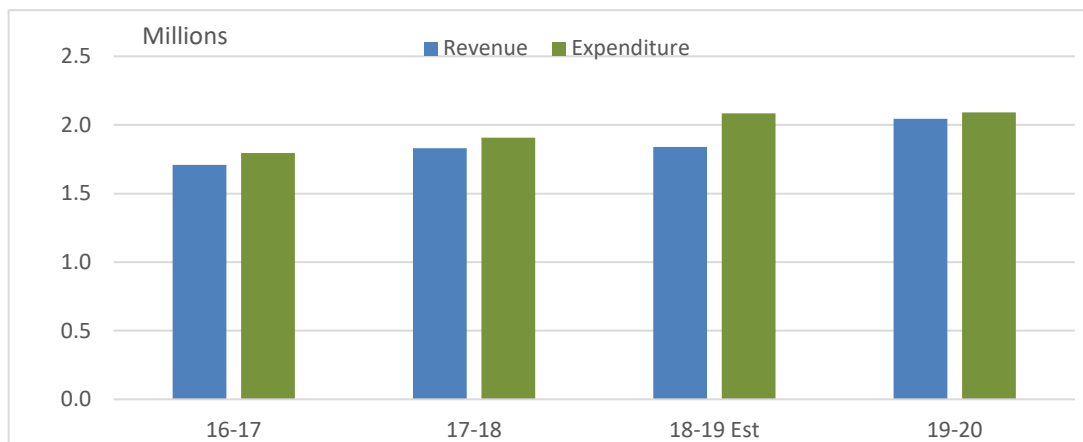


**Culture, Education and Recreation**

**County Fair Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 615,142           | 528,821           | 439,272           | 451,847               | 206,900            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| State Revenue                             | 53,667            | 53,167            | 53,167            | 53,167                | 53,167             |
| Local Revenue                             | 3,111             | 3,000             | 3,000             | 3,000                 | 20,000             |
| Fees & Fines                              | 444,119           | 504,431           | 527,261           | 473,964               | 503,000            |
| Other Revenue                             |                   |                   |                   |                       |                    |
| Rents/Concessions                         | 599,878           | 606,431           | 724,438           | 672,041               | 730,000            |
| Miscellaneous                             | 159,730           | 203,815           | 170,500           | 158,457               | 168,000            |
| Interfund Transfers                       | 449,390           | 458,830           | 477,870           | 477,870               | 569,433            |
| <b>Subtotal Current Revenues</b>          | <b>1,709,895</b>  | <b>1,829,674</b>  | <b>1,956,236</b>  | <b>1,838,499</b>      | <b>2,043,600</b>   |
| <b>Total Resources</b>                    | <b>2,325,037</b>  | <b>2,358,495</b>  | <b>2,395,508</b>  | <b>2,290,346</b>      | <b>2,250,500</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 453,798           | 533,525           | 617,446           | 529,965               | 575,800            |
| Materials & Services                      | 1,249,707         | 1,264,396         | 1,270,318         | 1,173,059             | 1,277,231          |
| Capital Outlay                            | 92,711            | 108,728           | 502,744           | 380,422               | 237,626            |
| <b>Subtotal Current Expenditures</b>      | <b>1,796,216</b>  | <b>1,906,649</b>  | <b>2,390,508</b>  | <b>2,083,446</b>      | <b>2,090,657</b>   |
| Special Payments                          | -                 | -                 | 5,000             | -                     | 1,000              |
| Contingency                               | -                 | -                 | -                 | -                     | 158,843            |
| Ending Fund Balance                       | 528,821           | 451,846           | -                 | 206,900               | -                  |
| <b>Total Requirements</b>                 | <b>2,325,037</b>  | <b>2,358,495</b>  | <b>2,395,508</b>  | <b>2,290,346</b>      | <b>2,250,500</b>   |

**Budgeted Full-Time Equivalent**



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The purpose of the *County Fair Fund* is to account for the general operation, facility maintenance, and capital outlay needs of the annual County Fair and Rodeo. This year, the 113th County Fair will be held in August 2019. During the remainder of the year, over 780 other activities are held at the Event Center on the 49-acre premises, including meetings, parties, weddings and fundraisers.

### Revenue Summary

For fiscal year 2019-20, total revenue for the *County Fair Fund* is budgeted at \$2,250,500. Self-generated revenues account for 66% of the fund's income. This classification includes admission fees, parking, facilities rentals and concessions. An interfund transfer of Transient Lodging Tax provides an additional 25% of total revenue with the remaining 9% accounted for in fund balance.

### Expenditure Summary

For fiscal year 2019-20, personnel services costs comprise about 26% of total expenditures. This includes eight full-time and three temporary part-time staff as well as additional seasonal workers. Materials and services are budgeted at \$1,277,231, which make up 57% of total expenditures and include all fair expenses, building and grounds maintenance, insurance, and utilities. Capital outlay expenses total 11% of which includes fire suppression system improvements and development of a Fair and Event Center Master Plan.

### Significant Issues & Changes

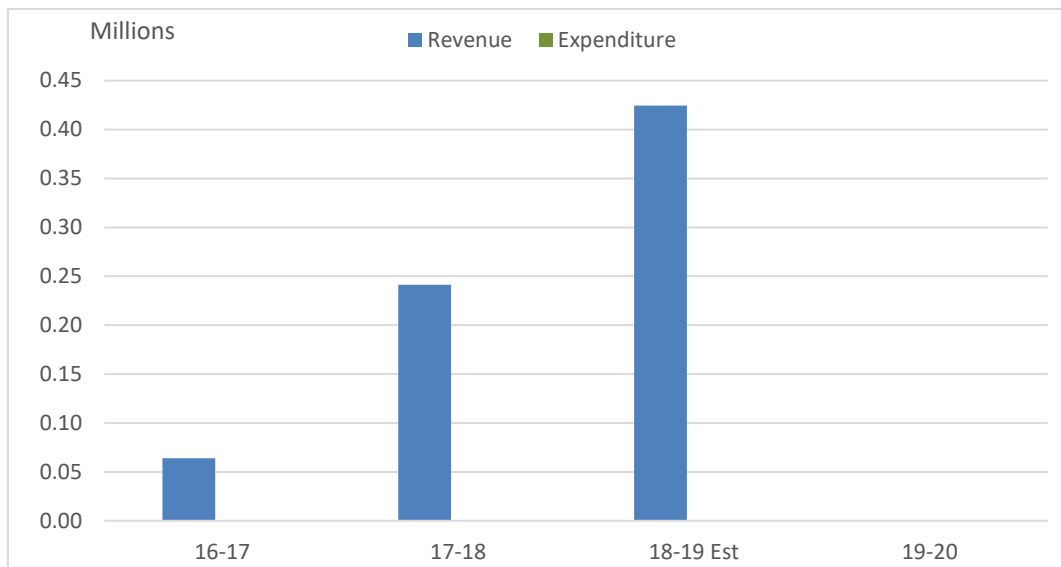
- In June, 2018, Business and Community Services (BCS) and County administration working with the Fair Board completed a Fair Management Agreement. The agreement clearly articulates the roles and responsibilities of each party and should enhance the working relationship of both parties by providing more efficient operations due to better coordination and collaboration on activities related to the Fair and Event Center.
- The Fair Board has contracted with LRS Architects to develop a Master Plan for the Fair and Event Center. The plan will include review of existing facility demands and use, analysis of physical improvements to the site, research related to travel and tourism, projections of future demands and more.
- In 2014, the Livestock Barn on the Clackamas County Fairgrounds was demolished due to being deemed unsafe. The 39,000 square foot barn was utilized year-round for a multitude of events. For the past five years, tents have been rented to fulfill the needs of the County Fair and other events.



**Not Allocated to Organizational Unit**

**County School Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 378               | 64,303            | 305,553           | 305,553               | -                  |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Federal Revenue                           | 63,671            | 241,041           | 424,922           | 424,447               | -                  |
| Miscellaneous Revenue                     | 254               | 209               | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | <b>63,925</b>     | <b>241,250</b>    | <b>424,922</b>    | <b>424,447</b>        | <b>-</b>           |
| <b>Total Resources</b>                    | <b>64,303</b>     | <b>305,553</b>    | <b>730,475</b>    | <b>730,000</b>        | <b>-</b>           |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Materials & Services                      | -                 | -                 | -                 | -                     | -                  |
| <b>Subtotal Current Expenditures</b>      | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>              | <b>-</b>           |
| Special Payments                          | -                 | -                 | 730,475           | 730,000               | -                  |
| Ending Fund Balance                       | 64,303            | 305,553           | -                 | -                     | -                  |
| <b>Total Requirements</b>                 | <b>64,303</b>     | <b>305,553</b>    | <b>730,475</b>    | <b>730,000</b>        | <b>-</b>           |
| <b>Budgeted Full-Time Equivalents</b>     | -                 | -                 | -                 | -                     | -                  |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The County School Fund is a pass-through repository for contributions to school districts that flow through Clackamas County's books. These collections are then distributed to school districts in the County based on the resident average daily attendance for the preceding fiscal year, as reported by the County Education Service District's administrative office. All activities in this fund are mandated by Oregon statute.

**Revenue Summary**

Historically most of the revenue has come through the Secure Rural Schools and Community Self-Determination Act. Smaller amounts have been provided by other federal and state forest related sources.

**Expenditure Summary**

Dollars collected in this fund are paid to the Education Service District for distribution to school districts in Clackamas County.

**Significant Issues & Changes**

Not anticipating fiscal year 2019-20 funding.



**General Government**

**Building Codes Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 4,633,272         | 5,354,681         | 6,801,992         | 6,801,992             | 7,801,540          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Licenses                                  | 6,604,242         | 7,843,259         | 6,827,500         | 7,760,157             | 6,984,142          |
| Fees & Fines                              | 293,954           | 209,665           | 201,450           | 726,671               | 406,195            |
| Other Revenue                             | 117,147           | 172,992           | 130,698           | 138,118               | 140,405            |
| <b>Tot: Subtotal Current Revenues</b>     | <b>7,015,343</b>  | <b>8,225,916</b>  | <b>7,159,648</b>  | <b>8,624,946</b>      | <b>7,530,742</b>   |
| <b>Requirements by Category</b>           | <b>11,648,615</b> | <b>13,580,597</b> | <b>13,961,640</b> | <b>15,426,938</b>     | <b>15,332,282</b>  |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 4,361,162         | 4,607,757         | 5,329,399         | 5,047,767             | 5,632,737          |
| Materials & Services                      | 1,070,790         | 1,153,462         | 1,336,536         | 1,579,579             | 1,629,457          |
| Allocated Costs                           | 713,073           | 848,117           | 781,052           | 781,052               | 986,899            |
| Capital Outlay                            | 148,908           | 169,269           | 1,267,000         | 217,000               | 1,117,000          |
| <b>Subtotal Current Expenditures</b>      | <b>6,293,933</b>  | <b>6,778,605</b>  | <b>8,713,987</b>  | <b>7,625,398</b>      | <b>9,366,093</b>   |
| Reserves                                  | -                 | -                 | 4,528,257         | -                     | 4,515,000          |
| Contingency                               | -                 | -                 | 719,396           | -                     | 1,451,189          |
| Ending Fund Balance                       | 5,354,682         | 6,801,992         | -                 | 7,801,540             | -                  |
| <b>Total Requirements</b>                 | <b>11,648,615</b> | <b>13,580,597</b> | <b>13,961,640</b> | <b>15,426,938</b>     | <b>15,332,282</b>  |
| <b>Budgeted Full-Time Equivalents</b>     | <b>38.00</b>      | <b>38.00</b>      | <b>39.00</b>      | <b>39.00</b>          | <b>38.25</b>       |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Building Codes Fund is used solely for the administration of the County's Building Codes Division and related building codes activities. The fund receives revenue from the sale of permits for construction within the County and in those cities with which the County has contracts for building code administration and enforcement.

**Revenue Summary**

The Building Codes Division is funded exclusively by dollars collected through permitting activity. It typically does not receive any money from the General Fund for its operation. Revenue is generated from three basic sources: building, plumbing and electrical permits.

- The building permits category includes revenues from permits for structural, life safety, mechanical construction activity and related plan review.
- The plumbing permits category includes revenues from plumbing permits and related plan review.
- The electrical permits category includes revenues from electrical permits and related plan review.

Due to the cyclical nature of the construction industry, it is both prudent and appropriate for the Division to establish a reserve to weather those periodic downturns that are typical of the industry. Best practice suggests that a 6-12 month reserve is appropriate to retain key personnel and those with special skills and/or certifications, such as building inspectors and plans examiners.

**Expenditure Summary**

Expenditures for materials and services fluctuate due to permit activity and inspections as the Division adjusts key inspection, plan review and support positions to support the workloads.

**Significant Issues & Changes**

The Division is closely watching the Oregon Legislative Sessions as there have been a number of proposed bills that could impact our business model, including the addition of tiny homes to our regulatory authority.



**Public Protection**

**Public Safety Local Option Levy Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 150,189           | 516,672           |                   |                       |                    |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue (Dedicated)            | 22,355            |                   |                   |                       |                    |
| Federal Revenues                          | 73,573            |                   |                   |                       |                    |
| Taxes                                     | 10,996,251        |                   |                   |                       |                    |
| Other Revenue                             | 12,153            |                   |                   |                       |                    |
| <b>Subtotal Current Revenues</b>          | <b>11,104,332</b> |                   |                   |                       |                    |
| <b>Total Resources</b>                    | <b>11,254,521</b> | <b>516,672</b>    |                   |                       |                    |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 9,063,513         |                   |                   |                       |                    |
| Materials & Services                      | 1,287,226         |                   |                   |                       |                    |
| Allocated Costs                           | 387,110           |                   |                   |                       |                    |
| Capital Outlay                            |                   |                   |                   |                       |                    |
| <b>Subtotal Current Expenditures</b>      | <b>10,737,849</b> |                   |                   |                       |                    |
| Interfund Transfer                        |                   | 516,672           |                   |                       |                    |
| Contingency                               |                   |                   |                   |                       |                    |
| Ending Fund Balance                       | 516,672           |                   |                   |                       |                    |
| <b>Total Requirements</b>                 | <b>11,254,521</b> | <b>516,672</b>    |                   |                       |                    |
| <b>Budgeted Full-Time Equivalents</b>     | <b>59.00</b>      | <b>-</b>          | <b>-</b>          | <b>-</b>              | <b>-</b>           |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Public Safety Local Option Levy Fund was established to account for activities supported by a local option tax that was first approved by voters in November 2006 and subsequently renewed in 2011 and 2016. The 2017-18 budget reflects the first year of the latest five year renewal of a fixed rate levy of \$0.248 per \$1,000 of assessed value in the County.

The levy has provided 31 FTE to keep approximately 84 jail beds open. These beds had been closed since 2002 due to lack of revenue. The levy also funds 18 patrol positions and expands enforcement to combat methamphetamine abuse and other drug related crimes by funding 10 positions in the Investigations Division.

**Significant Issues & Changes**

Beginning with fiscal year 2017-18, the public safety local option levy is accounted for in the Sheriff's Fund.



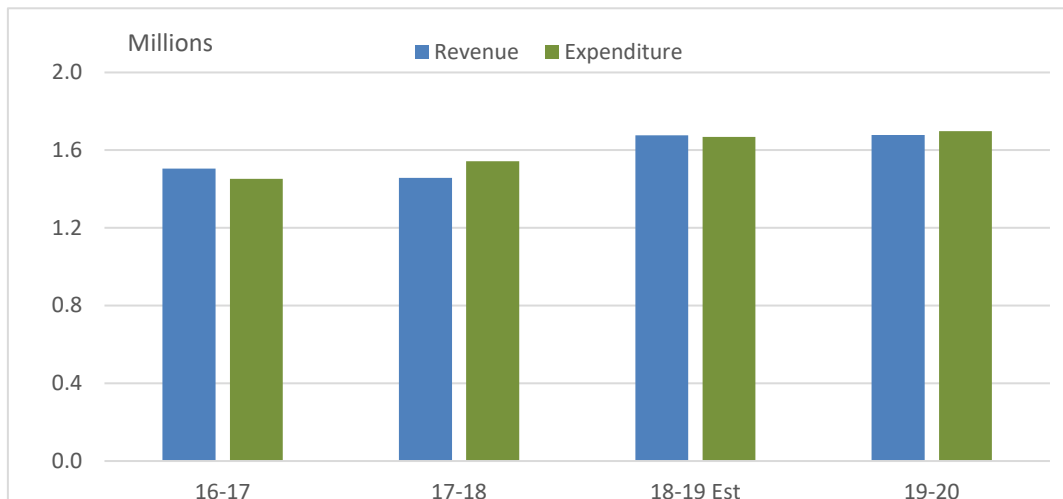


**General Government**

**Resolution Services Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 46,026            | 97,550            | -                 | 12,702                | 20,304             |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| State Revenue                             | 97,590            | 87,098            | 78,413            | 79,865                | 80,662             |
| Local Revenue                             | 4,675             | 5,052             | 7,500             | 17,024                | 10,000             |
| Licenses                                  | 23,460            | 22,730            | 25,000            | 25,479                | 26,000             |
| Fees & Fines                              | 836,568           | 748,244           | 795,711           | 772,845               | 894,925            |
| Other Revenue                             | (118)             | 7,121             | 126               | -                     | -                  |
| Interfund Transfers                       | 542,433           | 587,869           | 780,607           | 780,607               | 666,388            |
| <b>Subtotal Current Revenues</b>          | <b>1,504,608</b>  | <b>1,458,114</b>  | <b>1,687,357</b>  | <b>1,675,820</b>      | <b>1,677,975</b>   |
|   | <b>1,550,634</b>  | <b>1,555,664</b>  | <b>1,687,357</b>  | <b>1,688,522</b>      | <b>1,698,279</b>   |
| <b>Total Resources</b>                    |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 1,151,481         | 1,241,691         | 1,323,984         | 1,311,625             | 1,335,960          |
| Materials & Services                      | 135,642           | 131,441           | 195,959           | 189,179               | 173,573            |
| Allocated Costs                           | 165,961           | 169,830           | 167,414           | 167,414               | 188,746            |
| <b>Subtotal Current Expenditures</b>      | <b>1,453,084</b>  | <b>1,542,962</b>  | <b>1,687,357</b>  | <b>1,668,218</b>      | <b>1,698,279</b>   |
| Ending Fund Balance                       | 97,550            | 12,702            | -                 | 20,304                | -                  |
| <b>Total Requirements</b>                 | <b>1,550,634</b>  | <b>1,555,664</b>  | <b>1,687,357</b>  | <b>1,688,522</b>      | <b>1,698,279</b>   |

|                                       |       |       |       |       |      |
|---------------------------------------|-------|-------|-------|-------|------|
| <b>Budgeted Full-Time Equivalents</b> | 10.63 | 10.43 | 10.55 | 10.55 | 9.93 |
|---------------------------------------|-------|-------|-------|-------|------|



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

Clackamas County Resolution Services (CCRS) aims to enhance public safety by reducing the harmful impact of family and community conflict, strengthening family and community relationships, and reducing the reliance on the court for the adjudication of these conflicts. CCRS accomplishes this aim by assisting family and community members to constructively resolve their disputes and build conflict resolution skills. CCRS provides a continuum of prevention and intervention services including information and referral, counseling, mediation, facilitation, education and training services.

**Revenue Summary**

Revenues for this department come from a variety of sources. We receive State revenues including from Judicial Department Conciliation Fees (35%), the Oregon Office of Community Dispute Resolution (3%), the Department of Justice's Oregon Foreclosure Avoidance Program (1%), and marriage license fees (1.5%). In addition we charge fees for services through contracts with local governments and other agencies, contracts with other Clackamas County departments, and direct fees charged to clients (12%). Finally, we receive County General Fund support (39%).

**Expenditure Summary**

The largest expenditure is personnel services (78%) for direct services program staff and administrative support. The remaining expenditures are cost allocations (11%) and materials and services (11%). It is important to note that the work of Resolution Services is greatly enhanced by our group of 42 dedicated active volunteers, including 2 general interns in Victim Offender Dialogue Program and Community Mediation. They are projected to provide over 2,000 hours of voluntary service to the citizens of Clackamas County.

**Significant Issues & Changes**

Resolution Services presents a maintenance level budget for 2019-20. We will continue to provide conflict resolution services and skill-building opportunities in order to sustain healthy communities and keep our residents safe, healthy and secure.

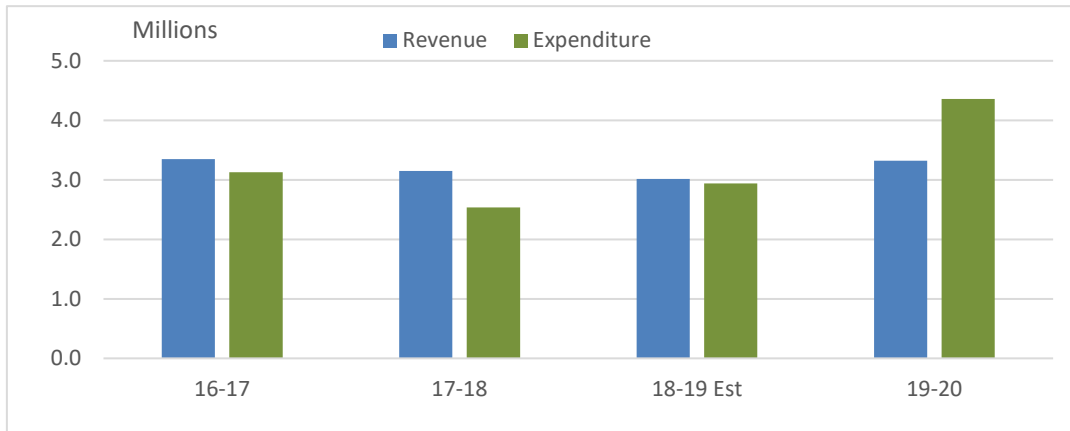
With some funding sources flat or declining and costs increasing, we remain at the crossroads of continuing to advocate for adequate state funding while also working more efficiently with fewer resources. We will focus more on revenue-generating work opportunities, which will also encourage community outreach and partnerships with other public and private agencies.



**Economic Development**

**Business & Economic Development Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 2,555,435         | 2,690,240         | 2,299,722         | 3,035,886             | 2,807,191          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue (Dedicated)            | 3,380             | -                 | -                 | -                     | -                  |
| Federal Revenue                           | 1,570             | -                 | 20,000            | -                     | 100,000            |
| State Revenue                             | 2,038,370         | 1,957,862         | 1,760,000         | 1,866,000             | 1,880,000          |
| Local Revenue                             | 217,500           | 30,000            | -                 | -                     | -                  |
| Licenses                                  | 2,204             | 29,653            | 29,172            | 10,000                | 10,000             |
| Fees & Fines                              | 1,034,892         | 1,101,026         | 1,081,240         | 1,081,240             | 1,025,750          |
| Other Revenue                             | 20,035            | 30,258            | 19,000            | 57,000                | 205,000            |
| Interfund Transfers                       | 30,000            | -                 | -                 | -                     | 100,000            |
| <b>Subtotal Current Revenues</b>          | <b>3,347,951</b>  | <b>3,148,799</b>  | <b>2,909,412</b>  | <b>3,014,240</b>      | <b>3,320,750</b>   |
| <b>Total Resources</b>                    | <b>5,903,386</b>  | <b>5,839,039</b>  | <b>5,209,134</b>  | <b>6,050,126</b>      | <b>6,127,941</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 1,420,499         | 1,492,389         | 1,722,934         | 1,657,227             | 1,983,969          |
| Materials & Services                      | 1,556,829         | 869,056           | 2,097,047         | 1,103,574             | 2,172,640          |
| Allocated Costs                           | 147,819           | 173,708           | 179,134           | 179,134               | 200,477            |
| <b>Subtotal Current Expenditures</b>      | <b>3,125,147</b>  | <b>2,535,153</b>  | <b>3,999,115</b>  | <b>2,939,935</b>      | <b>4,357,086</b>   |
| Special Payments                          | 25,000            | 205,000           | 335,000           | 240,000               | 932,344            |
| Interfund Transfer                        | 63,000            | 63,000            | 63,000            | 63,000                | 63,000             |
| Contingency                               | -                 | -                 | 812,019           | -                     | 775,511            |
| Ending Fund Balance                       | 2,690,239         | 3,035,886         | -                 | 2,807,191             | -                  |
| <b>Total Requirements</b>                 | <b>5,903,386</b>  | <b>5,839,039</b>  | <b>5,209,134</b>  | <b>6,050,126</b>      | <b>6,127,941</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | <b>10.40</b>      | <b>10.40</b>      | <b>9.70</b>       | <b>9.70</b>           | <b>11.20</b>       |



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The *Business and Economic Development Fund* is comprised of two lines of business. The *Administration* line of business, comprised of the *Office of the Director Program* and *Budgeting, Financial Management and Planning Program* provides leadership, direction, communication, budgeting, and financial management support to the Department of Business and Community Services (BCS).

The *Economic Development* line of business, comprised of the *Economic Development Program, Economic Opportunity Program, Agriculture and Economic Development Program, and Land Bank Authority Program* supports and manages programs related to business retention, expansion or relocation of established businesses, recruitment of new businesses, as well as business assistance. Some of the other economic development programs include tracking employment lands, Cross Laminated Timber initiative, studying business supply chains and implementing initiatives to expand the County's economic base, and assisting in building vital community centers through the Main Street Program.

### Revenue Summary

Funding for the *Administration* line of business is provided through cost allocation to the majority of BCS programs. For fiscal year 2019-20, total allocations to be received are budgeted at \$1.03 million.

Revenue for the *Economic Development* line of business is provided almost entirely from Oregon State Video Lottery revenue that is legislated to provide for economic development efforts throughout the County. State lottery revenues are budgeted at \$1.78 million in fiscal year 2019-20. Additional revenue, from grants and other sources, is also being sought to support the *Land Bank Authority Program*.

### Expenditure Summary

The *Administration* line of business expenditures are primarily personnel expenditures and represent 50% of the \$1.6 million budget. The remaining expenditures are related to supporting the staff in all BCS divisions.

The *Economic Development* line of business personnel expenditures represent 26% of the \$4.5 million budget. Projects, programs, and economic development initiatives make up the balance of expenditures and include Economic Opportunity and Employment Land Asset Mapping, continued work on the Economic Landscape project, support for the Main Street/Commercial Revitalization Program, continued support to communities for development of their Community Economic Preparedness Program, Cross-Laminated Timber Project, support for the anticipated Clackamas County Land Bank Authority, and continued development of the Clackamas County Export Initiative and Industry Cluster analysis.

### Significant Issues & Changes

- Cross Laminated Timber (CLT) has been targeted by the Board of County Commissioners as a strategic priority for Clackamas County. The *Agriculture & Forest Economic Development Program* is taking a lead role in identifying CLT supply chain opportunities and carrying out strategic initiatives around supply, building codes and investment. In fiscal year 2019-20, 0.5 FTE has been transferred from the *Economic Development Program* to the *Agriculture & Forest Economic Development Program* to better reflect the significant investment of staff time being made in CLT-related projects and initiatives.
- In 2015, the State legislature passed HB 2734 allowing for the formation of land bank authorities in the State of Oregon. In a Policy Session in February 2018, the Board approved the concept of a Clackamas County Land Bank Authority (CCLBA) and approved the *Economic Development Program* to pursue a grant from Business Oregon's Brownfield Fund with the purpose of developing a business plan for a CCLBA. The CCLBA's primary role would be to acquire, remediate and position brownfield properties for future development and to increase the supply of

employment lands and/or affordable housing within the County. The Business Plan was completed, and in April 2019, the *Economic Development Program* presented a proposal for the CCLBA to the Board. The proposal was approved by the Board and, contingent on securing funding, it is anticipated the CCLBA will be established and operational in fiscal year 2019-20.

- In 2016, representatives from Clackamas County traveled to China to better understand opportunities for trade partnerships. This resulted in the establishment of a sister county relationship between Guanyun County, Jiangsu Province, PRC and Clackamas County. In 2017, Clackamas County hosted a delegation from China in addition to co-sponsoring the Oregon China Economic Forum for the second time. In order to broaden the scope of the *Economic Development Program's* global trade activities beyond a single country, the *Economic Development Program* proposed a Clackamas County Global Trade Strategy to the Board in May 2019 which included targeted objectives intended to create jobs, increase revenues for Clackamas enterprises, improve the County's international competitiveness by expanding the export of Clackamas goods and services, increasing foreign direct investment into the traded sector local economy, and to create strong international relationships with leaders and businesses. The proposal was approved by the Board, and the proposal's component elements have been included in the *Economic Development Program's* fiscal year 2019-20 budget.
- The County and Clackamas County Business Alliance (CCBA) signed a two-year agreement in March 2018 providing \$150,000 in funding to the CCBA over three fiscal years. The main goal of the agreement is to strengthen the CCBA by uniting the county, cities within the county, and county-based businesses in a professional and focused collective that will lead to greater positive outcomes to increase county-wide economic prosperity and that provide a business perspective to the Board of County Commissioners. Total funding will be \$150,000 in lottery funds to be disbursed over three years; \$18,750 in lottery funds for fiscal year 2017-18, \$75,000 in lottery funds for fiscal year 2018-19, and \$56,250 in lottery funds for fiscal year 2019-20. This \$150,000 is in addition to the \$25,000 that is currently provided annually for membership/grant support.



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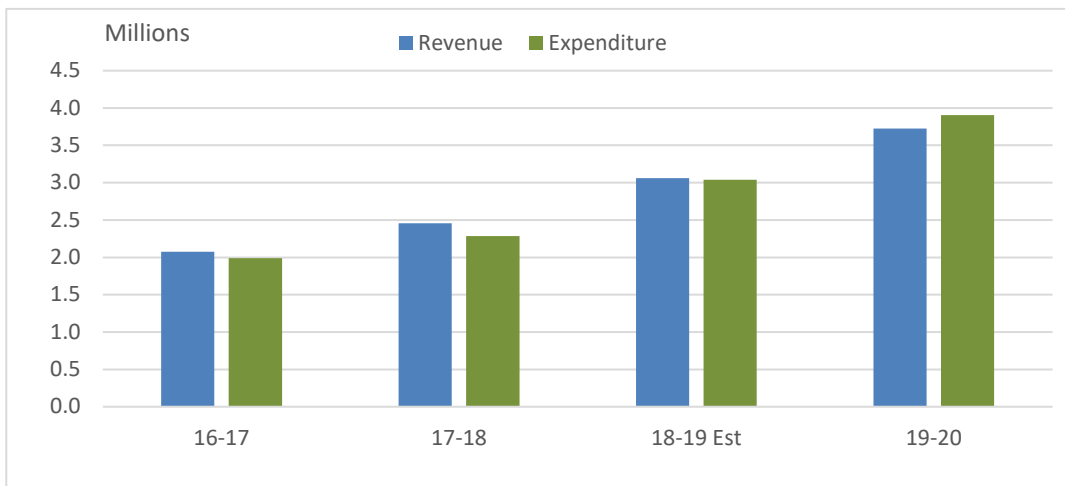
**CLACKAMAS**  
C O U N T Y



**Public Protection**

**Disaster Management Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 896,639           | 853,568           | 911,881           | 911,881               | 937,016            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Federal Revenue                           | 313,470           | 573,799           | 1,439,132         | 772,043               | 1,460,191          |
| State Revenues                            | -                 | -                 | 16,000            | 31,000                | 8,000              |
| Fees & Fines                              | 328               | 16                | -                 | 20,000                | -                  |
| Local Revenue                             | 6,032             | 1,410             | -                 | 65,520                | -                  |
| Other Revenue                             | 13,792            | 7,635             | -                 | 2,595                 | -                  |
| Interfund Transfers                       | 1,742,118         | 1,874,696         | 2,171,183         | 2,171,183             | 2,256,168          |
| <b>Subtotal Current Revenues</b>          | <b>2,075,740</b>  | <b>2,457,556</b>  | <b>3,626,315</b>  | <b>3,062,341</b>      | <b>3,724,359</b>   |
| <b>Total Resources</b>                    | <b>2,972,379</b>  | <b>3,311,124</b>  | <b>4,538,196</b>  | <b>3,974,222</b>      | <b>4,661,375</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 1,506,705         | 1,630,930         | 1,744,598         | 1,754,355             | 1,881,795          |
| Materials & Services                      | 261,511           | 306,397           | 865,347           | 809,835               | 1,555,910          |
| Allocated Costs                           | 221,860           | 248,907           | 238,016           | 238,016               | 241,479            |
| Capital Outlay                            | -                 | 100,609           | 1,058,955         | 235,000               | 225,000            |
| <b>Subtotal Current Expenditures</b>      | <b>1,990,076</b>  | <b>2,286,843</b>  | <b>3,906,916</b>  | <b>3,037,206</b>      | <b>3,904,184</b>   |
| Reserves                                  | -                 | -                 | -                 | -                     | -                  |
| Contingency                               | -                 | -                 | 481,280           | -                     | 575,191            |
| Ending Fund Balance                       | 853,567           | 911,881           | -                 | 937,016               | -                  |
| <b>Total Requirements</b>                 | <b>2,972,379</b>  | <b>3,311,124</b>  | <b>4,538,196</b>  | <b>3,974,222</b>      | <b>4,661,375</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | <b>11.00</b>      | <b>11.00</b>      | <b>11.00</b>      | <b>11.00</b>          | <b>11.00</b>       |



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Disaster Management Fund accounts for the operation of the Disaster Management Department. The Department is comprised of two divisions. The Disaster Management Division is responsible for planning and implementing prevention, mitigation, preparedness, response and recovery activities to prevent loss of life and minimize impacts on the community due to disasters. The Medical Examiner's Office is responsible for investigating deaths occurring under violent, questionable or unexplained circumstances, accidents, or unattended deaths.

### Revenue Summary

Revenue sources for the Disaster Management Division includes a transfer from the County General Fund to support a majority of the day-to-day operations of the Department. Homeland Security and Emergency Management grants are also awarded to the department for special projects. A majority of the federal funds are passed through to local partners. There is also a fund balance revenue line that is applied toward the operational budget. The Fund Balance is restricted revenue associated with grant funding.

The Medical Examiner's Office is entirely supported by the General Fund.

### Expenditure Summary

Personnel Services expenditures comprise 40% of total expenditures (both programs) and fund 11 full-time equivalent positions (FTE) including, disaster management staff and medical examiner staff. \$150,000 is entered into the budget for FY 2018-19 Emergency Management Performance Grant (EMPG) that may offset the cost of a portion of the FTEs within the Disaster Management Division's operational budget. However, major cuts are proposed to this item in the federal budget and may not be available to local governments in Oregon depending on Oregon Emergency Management (OEM) decisions regarding the dollars.

Materials and Services expenditures accounts for 33% of the total expenditures. The materials and services includes pass through dollars to special districts and cities for Urban Area Security Initiative (UASI). Capital Outlay is 5% of total expenditures, however this may increase substantially if two potential buyouts occur through the Federal Emergency Management Agency (FEMA). The bulk of the federal funding, \$1,310,191 of the federal funding is pass-through dollars to cities, public works, fire districts, law enforcement, and other entities for projects, specialized training, and materials to promote community preparedness.

### Significant Issues & Changes

Fund 209 was newly established in FY 2010-11. The Department's Disaster Management Division budget fluctuates greatly because of grant funding and pass through dollars that go to local jurisdictions such as: fire districts, law enforcement, incorporated cities, and public works departments. Establishing a separate fund to articulate these unique revenue sources provides a clearer representation of the Disaster Management Department budget. Disaster Management strives to keep some dollars in contingency funding so that some funding, though a very small amount which would be needed in a large disaster, and would be used for supplies, Disaster Management staff overtime, and Emergency Operations Center (EOC) support.

As the population grows in Clackamas County the Medical Examiner's Office will see an increase in deaths that require investigation. At some point this will create a need for a new position.

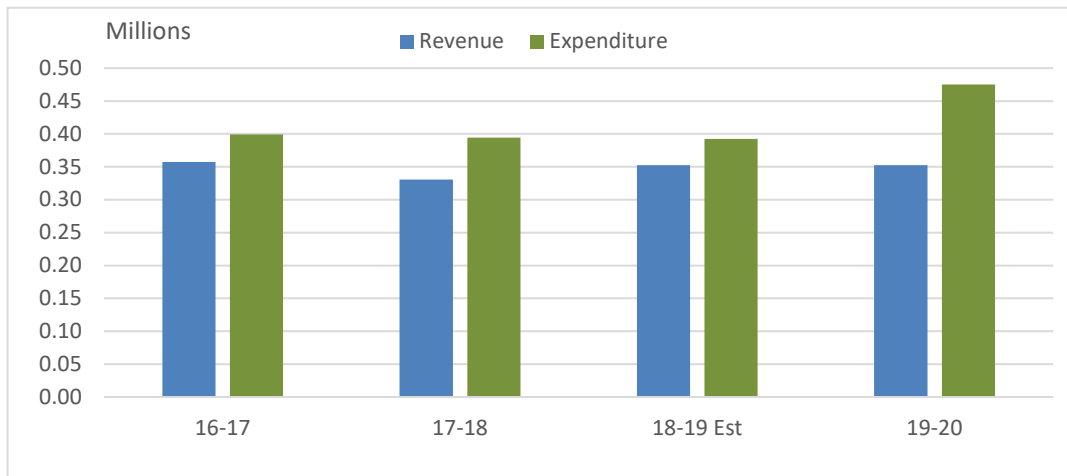




**Public Protection**

**Law Library Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 424,473           | 382,379           | 318,645           | 318,645               | 278,746            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Fees & Fines                              | 3,205             | 1,266             | 2,500             | 2,000                 | 2,000              |
| Other Revenue                             |                   |                   |                   |                       |                    |
| Courts Reimbursements                     | 349,854           | 324,816           | 324,816           | 349,854               | 349,854            |
| Other Financing Sources                   |                   |                   | 10,000            |                       |                    |
| Interest                                  | 4,254             | 4,469             | 2,500             | 500                   | 500                |
| <b>Subtotal Current Revenues</b>          | <b>357,313</b>    | <b>330,551</b>    | <b>339,816</b>    | <b>352,354</b>        | <b>352,354</b>     |
| <b>Total Resources</b>                    | <b>781,786</b>    | <b>712,930</b>    | <b>658,461</b>    | <b>670,999</b>        | <b>631,100</b>     |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 211,827           | 225,799           | 241,010           | 218,010               | 276,924            |
| Materials & Services                      | 117,159           | 103,860           | 127,380           | 113,380               | 123,860            |
| Allocated Costs                           | 70,421            | 64,625            | 60,863            | 60,863                | 74,583             |
| <b>Subtotal Current Expenditures</b>      | <b>399,407</b>    | <b>394,284</b>    | <b>429,253</b>    | <b>392,253</b>        | <b>475,367</b>     |
| Reserves                                  | -                 | -                 | 50,000            | -                     | 136,360            |
| Contingency                               | -                 | -                 | 179,208           | -                     | 19,373             |
| Ending Fund Balance                       | 382,379           | 318,646           | -                 | 278,746               | -                  |
| <b>Total Requirements</b>                 | <b>781,786</b>    | <b>712,930</b>    | <b>658,461</b>    | <b>670,999</b>        | <b>631,100</b>     |
| <b>Budgeted Full-Time Equivalents</b>     | <b>2.24</b>       | <b>2.44</b>       | <b>2.44</b>       | <b>2.44</b>           | <b>2.44</b>        |



**Current Operating Revenues vs. Expenditures**



### Description of Fund

In accordance with state statute (ORS 9.815), Clackamas County maintains and operates a Law Library available at reasonable hours to the public at a convenient location. Law Library resources, materials, services and professional staff are available to everyone, including but not limited to Clackamas County Circuit Court Judges, County Counsel, the District Attorney's office, County Departments, attorneys, litigants, self-represented litigants, legal professional staff, authors, reporters, students, and others. The Law Library has a highly selective and well-balanced collection of legal research resources and materials available in both print and electronic formats. It is necessary to make legal research materials available in multiple formats to help people perform thorough, reliable and accurate legal research. The physical Law Library collection includes approximately 15,000 legal titles, the majority of which are not available online or not available for free or at a low cost online. Many titles in our collection are no longer being updated regularly due to largely static revenue and rising costs. The Law Library electronic collection includes subscriptions to Westlaw Next, LexisNexis Online, Oregon State Bar BarBooks and access to other free and low-cost computer assisted legal research databases. Purchasing access to commercial online legal research subscription databases is only available for public access in bundled formats and costs continue to rise. The Law Library also provides other services, including but not limited to: conference/study rooms, legal research materials on microfilm/fiche, photocopy/fax/print machines, and remote legal documents request. The Law Library employs professionals with public law library experience, education and training to manage, operate and maintain the Law Library and provide patrons with legal research assistance, legal information dissemination and other legal reference assistance. The Law Library is a high-tech, high-touch atmosphere that includes quiet, contemplative space for reading, filling out forms, small meetings and research.

### Revenue Summary

The Law Library revenue source was altered by the 2011 Oregon State Legislature (2011 House Bills 2710, 2712, and 5056). Prior to this shift, since 1927, all Law Library revenue was generated from a portion of the filing fees collected in each civil suit, action or proceeding. For the 2011-2013 biennium, Law Library revenue was derived from a set appropriation (2011 HB 5056). The Chief Justice distributed these funds to counties based on revenue received from filing fees collected in the 2009-2011 biennium from civil actions commenced in each county's circuit court. The amount was less (proportionately reduced) than its 2009-2011 amount since the legislative appropriation for 2011-2013 was approximately 26 percent below the 2009-2011 amounts. Clackamas County Law Library was allocated \$713,128.71 for the 2011-2013 biennium. The State Court Administrator's office is now statutorily mandated to conduct biennial surveys of county law library services, staffing and usage. The Legislative Interim Committee on State Courts Revenue Structure (created by 2011 HB 2710 Sec. 171) was directed to study funding of county law libraries and make recommendations on the manner in which they are funded no later than January 1, 2013 (2011 HB 2367). The authority of counties to set "add-on" fees for law libraries was repealed and any funds generated from add-ons go to the state and not the county (2011 HB 2710). The Law Library beginning fund balance, which comprises the majority of the Law Library's total resources, is funding accumulated by the Law Library for anticipated necessary expenditures for the future of the Law Library. Minor contributions to revenue come from earned interest and copier/printer fees. The 2013 Oregon State Legislature appropriated \$100,000 less funding for county law libraries for the 2013-2015 biennium. Clackamas received 9.64% of this total appropriation. The 2017 Oregon State Legislature further cut the law library allocation resulting in approximately \$50,000 less revenue for Clackamas. The Law Library is making significant adjustments to minimize the impact on existing resources and services and looking for alternate revenue sources.

### Expenditure Summary

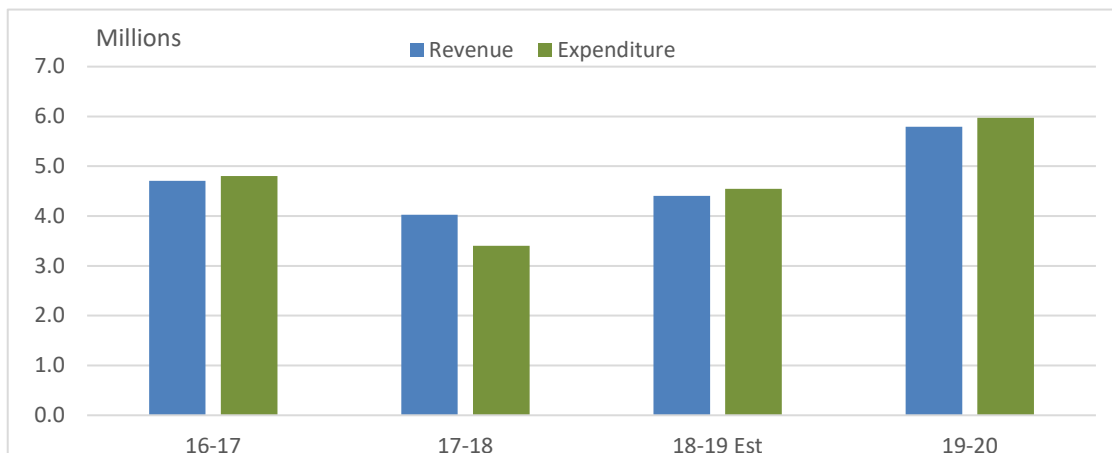
The majority of available funds have been held in reserve and contingency for anticipated future expenditures of continuing to provide, support and maintain a robust Law Library program with modern services at existing levels. Even with significant expenditure adjustments, due to the recent changes in Law Library funding, the "future" is here. Cost allocations, professional staff, subscriptions to online legal research databases, and updating books, treatises and other print materials necessary to provide equal access to legal research information, referrals, and other assistance continue to rise and comprise the majority of Law Library expenditures while revenue has decreased.



**Culture, Education and Recreation**

**Library Services Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 6,766,930         | 4,665,070         | 4,273,235         | 4,273,235             | 4,096,257          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Federal Revenues                          | 3,881             | 14,643            | 0                 | 0                     |                    |
| State Revenue                             | 5,513             | 5,765             | 5,765             | 5,713                 | 8,657              |
| Local Revenue                             | 860,000           | 1,130,000         | 1,396,670         | 1,265,000             | 2,232,090          |
| Fees & Fines                              | 15,328            | 14,979            | 108,085           | 67,000                | 170,504            |
| Other Revenue                             | 1,593,595         | 608,872           | 495,600           | 644,857               | 786,800            |
| Interfund Transfers                       | 2,230,371         | 2,251,746         | 2,420,811         | 2,420,811             | 2,597,275          |
| <b>Subtotal Current Revenues</b>          | <b>4,708,688</b>  | <b>4,026,005</b>  | <b>4,426,931</b>  | <b>4,403,381</b>      | <b>5,795,326</b>   |
| <b>Total Resources</b>                    | <b>11,475,618</b> | <b>8,691,075</b>  | <b>8,700,166</b>  | <b>8,676,616</b>      | <b>9,891,583</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 1,602,158         | 1,757,707         | 2,452,319         | 2,283,196             | 3,218,055          |
| Materials & Services                      | 2,360,682         | 1,359,736         | 2,005,391         | 1,815,403             | 2,182,708          |
| Allocated Costs                           | 185,040           | 215,811           | 221,481           | 221,481               | 228,193            |
| Capital Outlay                            | 658,787           | 69,943            | 370,210           | 223,254               | 346,956            |
| <b>Subtotal Current Expenditures</b>      | <b>4,806,667</b>  | <b>3,403,197</b>  | <b>5,049,401</b>  | <b>4,543,334</b>      | <b>5,975,912</b>   |
| Special Payment                           | 2,003,881         | 1,014,643         | 2,100,000         | 37,025                | 2,100,000          |
| Reserve                                   |                   |                   | 1,459,318         |                       | 1,550,586          |
| Contingency                               | -                 | -                 | 91,447            | -                     | 265,085            |
| Ending Fund Balance                       | 4,665,070         | 4,273,235         |                   | 4,096,257             | -                  |
| <b>Total Requirements</b>                 | <b>11,475,618</b> | <b>8,691,075</b>  | <b>8,700,166</b>  | <b>8,676,616</b>      | <b>9,891,583</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | <b>16.00</b>      | <b>16.00</b>      | <b>18.00</b>      | <b>18.00</b>          | <b>22.00</b>       |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The *Library Services Fund* includes the operations of *Library Systems Program*, *Shared Library Services Program*, *Oak Lodge Library Program* and *Gladstone Library Program*.

The *Library Systems Program* provides the centralized hardware, software, cataloging and technical support services to all member libraries of the Clackamas County Library District, including two County-operated locations (the Oak Lodge Library and Gladstone Library), and 11 locations operated by the cities of Canby, Estacada, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy, West Linn, and Wilsonville.

The *Shared Library Services Program* focuses on the delivery of centralized materials handling, administrative, and other services to these same customer libraries so they can collaborate together as a Library District.

The *Oak Lodge Library Program* and *Gladstone Library Program* provide and promote informational, educational, cultural and recreational materials, and resources to enhance the economic, social, and cultural vitality of the community.

**Revenue Summary**

The primary revenue sources for the *Library Systems Program* and *Shared Library Services Program* are interfund transfers from the General Fund of \$1,376,503 and \$1,220,772 respectively. In addition, the *Shared Library Services Program* is estimated to receive \$550,000 from local jurisdictions in Clackamas County as a reimbursement for purchases of computer hardware, software or other goods and/or services on behalf of these government agencies, including purchases and reimbursements related to the District-wide implementation of Radio Frequency Identification (RFID) and Automated Materials Handling (AMH) technologies. Beginning fund balance of approximately \$2.8 million in the *Library Systems Program* reflects the allowance for capital improvement projects to be submitted and approved for funding from District libraries as per agreements in a special Intergovernmental Agreement (IGA) between the Board of County Commissioners and each participating jurisdiction.

The primary revenue for operations of the *Oak Lodge Library Program* is from the annual distribution of Library District funds. For fiscal year 2019-20, the distribution is anticipated to total \$1,420,264.

The primary revenue for operations of the *Gladstone Library Program* is from the annual distribution of Library District funds, as well as an annual contribution from the City of Gladstone. For fiscal year 2019-20, the Library District distribution is anticipated to total \$811,826, while the City of Gladstone distribution is anticipated to be \$200,000.

**Expenditure Summary**

Total expenditures for the *Library Systems Program* are budgeted at \$4,242,159 of which \$2,100,000 is for payments to other governments (the above-mentioned capital improvement projects for which district libraries must submit a written request to the Board of County Commissioners). Expenditures for the *Shared Library Services Program* total \$2,647,796 of which \$550,000 is for reimbursable purchases made on behalf of customer libraries, including those related to the implementation of RFID and AMH technologies. The remaining expenditures in these two programs are related to the provision of services to the eleven City-operated and two County-operated library locations in the Library District of Clackamas County.

The expenditures for operations of the *Oak Lodge Library Program* are budgeted at \$2,023,079, of which, 47% are for personnel costs.

The expenditures for operations of the *Gladstone Library Program* are budgeted at \$978,549, of which, 66% are for personnel costs.

## Significant Issues & Changes

- After a successful initial implantation of RFID (Radio Frequency Identification) and AMH (Automated Materials Handling) technologies, the *Library Systems Program* and *Shared Library Services Program* continue to coordinate the evaluation, procurement, implementation and ongoing management of additional products and services which build upon the Library District's RFID/AMH infrastructure. These initiatives include implementing additional features (such as book recommendations) on self-checkout machines and working with libraries to further streamline materials handling and delivery processes throughout the District.
- The *Library Systems Program* is working on implementing several new service initiatives, including deployment of a new, modern mobile library app, and an online reservation/check-out system for Cultural Passes (discounted or free passes to local area cultural attractions and venues).
- Business and Community Services, at the direction of the Board and in close consultation with the Library District Advisory Committee (LDAC), has been supporting the formation and work of a multi-jurisdictional Task Force to evaluate and make recommendations related to Library District services, funding, and administration. It is anticipated that Task Force will begin its work in fiscal year 2019-20.
- In partnership with Clackamas County Sustainability & Solid Waste, the *Shared Library Services Program* has been coordinating the implementation of a pilot "Library of Things" project. Eight City libraries will be making non-standard items (such as novelty cake pans, musical instruments, board games, consumer electronics, and more) available for patrons to check out. These collections not only expand the types of items patrons can borrow from their local libraries, but reduce energy and resource consumption by making it easier for many patrons to share (rather than individually buy) these types of items.
- In fiscal year 2017-18, the County and the City of Gladstone entered into a Settlement Agreement which contemplates the construction of two new libraries, one located within the City of Gladstone, and one located in unincorporated Clackamas County within the Oak Lodge Library service area with a specific site to be determined after appropriate public input. During the same period, NCPRD finalized the acquisition of the Concord Elementary School from the North Clackamas School District. In order to determine the best future use(s) of the Concord School property, BCS, with support from PGA, is coordinating and supporting a community-driven process to evaluate the suitability of the Concord School property as both an NCPRD facility and a potential site for a new Oak Lodge library.
- It is anticipated that in fiscal year 2019-20, the City of Gladstone will transfer operations of the Gladstone Library to the County. The *Oak Lodge Library Program* and the *Gladstone Library Program* will be operated under a "one library, two building" model, sharing staff and resources to realize operational efficiencies and achieve economies of scale. The County will receive the City of Gladstone's annual Library District distribution, and the City will contribute an additional \$200,000 per year from the City's General Fund.



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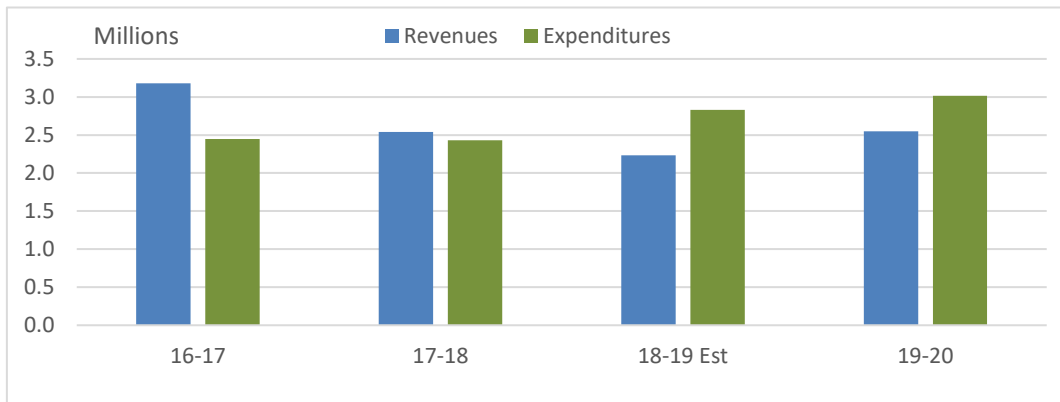
**CLACKAMAS**  
C O U N T Y



**Culture, Education and Recreation**

**Parks Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 458,347           | 1,190,313         | 1,300,464         | 1,300,464             | 703,922            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Federal Revenue                           | 4,178             | 1,350             | 1,350             | 1,350                 | 1,350              |
| State Revenue                             | 1,022,803         | 719,888           | 1,026,500         | 673,946               | 816,000            |
| Fees & Fines                              | 876,616           | 981,154           | 871,811           | 868,851               | 1,009,256          |
| Other Revenue                             | 103,212           | 61,780            | 29,415            | 28,871                | 29,000             |
| Interfund Transfers                       | 1,174,207         | 775,259           | 832,622           | 660,054               | 691,729            |
| <b>Subtotal Current Revenues</b>          | <b>3,181,016</b>  | <b>2,539,431</b>  | <b>2,761,698</b>  | <b>2,233,072</b>      | <b>2,547,335</b>   |
| <b>Total Resources</b>                    | <b>3,639,363</b>  | <b>3,729,744</b>  | <b>4,062,162</b>  | <b>3,533,536</b>      | <b>3,251,257</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 980,997           | 982,442           | 1,148,164         | 1,146,017             | 1,308,102          |
| Materials & Services                      | 574,115           | 612,273           | 746,185           | 656,330               | 631,291            |
| Allocated Costs                           | 198,427           | 202,566           | 228,979           | 228,979               | 244,594            |
| Capital Outlay                            | 695,511           | 631,999           | 1,365,500         | 798,288               | 831,300            |
| <b>Subtotal Current Expenditures</b>      | <b>2,449,050</b>  | <b>2,429,280</b>  | <b>3,488,828</b>  | <b>2,829,614</b>      | <b>3,015,287</b>   |
| Special Payments                          | -                 | -                 | -                 | -                     | 50,000             |
| Reserve                                   | -                 | -                 | 261,001           | -                     | -                  |
| Contingency                               | -                 | -                 | 312,333           | -                     | 185,970            |
| Ending Fund Balance                       | 1,190,313         | 1,300,464         | -                 | 703,922               | -                  |
| <b>Total Requirements</b>                 | <b>3,639,363</b>  | <b>3,729,744</b>  | <b>4,062,162</b>  | <b>3,533,536</b>      | <b>3,251,257</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | <b>5.64</b>       | <b>5.64</b>       | <b>5.64</b>       | <b>5.64</b>           | <b>5.64</b>        |



**Current Operating Revenues vs. Expenditures**

**Description of Fund**

The Clackamas County Parks system was created in 1934 with the purchase of property from the Bear Creek Logging Company. This was followed in 1937 by a donation of contiguous property from the US Government under the Roosevelt Administration. This 300-acre property is now known as Eagle Fern Park. The park system has continued to grow and most of its development occurred in the mid 1960's. Today, the *County Parks Program* employs 5.64 full-time staff and hires numerous summer temporary employees in order to operate and maintain facilities to serve park patrons during the peak season.

The *County Parks Program* operates 19 park sites in rural Clackamas County. Facilities include:

- Reserved picnic areas serving 2,500 users and non-reserved picnic areas serving 2,000 users
- 201 recreation vehicle-suitable campsites
- 6 non-community public use water systems
- Ball fields, volleyball courts and children's play structures
- 13 restroom buildings and 8 caretaker residences
- A 96-slip boat moorage, marina and 7 boat launches
- Approximately 1,000 acres of County-owned park land
- Over 4,000 acres of leased park land and over 180 acres of mowed turf
- Several miles of County park hiking trails including the popular Stone Creek Golf Club park walking trail
- 5 natural area parks (220 acres) with river access

**Revenue Summary**

Total revenue for fiscal year 2019-20 includes \$703,922 in fund balance, a \$280,847 interfund transfer from the *Forest Management Fund* for capital improvements, \$210,882 transferred from the General Fund, and \$200,000 transferred from the net proceeds of the *Stone Creek Golf Club Program*.

*County Parks Program* staff has applied for \$160,000 from the Oregon Parks and Recreation Local Government grant program to upgrade and replace the Metzler Park campground restroom facility. Grant funds totaling \$132,000 will be requested through the State Marine Board to complete an asphalt overlay on the parking lot and boat ramp at Carver Park. State RV licensing fees and State marine gas tax revenues are budgeted at \$524,000 and will fund parks operations and maintenance and county park boat ramp maintenance, respectively. Fees and services are budgeted to bring in \$1,009,256.

**Expenditure Summary**

Personnel expenditures are budgeted at \$1,308,102 and represent 40% of the *County Parks Program* budget. The *County Parks Program* will continue concentrating on operations and maintenance of the camping and day-use areas in the County parks and at the Boones Ferry Marina, with total materials and services and allocated costs budgeted at \$875,885. Capital construction costs are \$831,300, 26% of the budget, and include restroom replacement, parking lot expansion and improvements, campground road improvement, caretaker house repairs, marina facility improvements, and master planning for Barton Park.



### Significant Issues & Changes

- Since 2016, the *County Parks Program* has focused on the replacement of aging infrastructure to meet the public's expectations for clean and safe park facilities. In recent years, the County Parks Program, in partnership with Oregon Parks and Recreation Department and Oregon State Marine Board, has been able to leverage its capital reserve funds to replace aged and unsafe playground structures in Barton, Metzler, and Feyrer Parks, to replace a failing dock at Hebb Park, and to replace failing bathrooms and improve ADA access at Barton Park. In addition, the *County Parks Program* has been able to rehabilitate a fire pond at Barton Park to meet defensible space objectives and complete the demolition of the structurally unsound Dorman Center at Hoodland Park. Completion of these projects has significantly reduced the backlog of deferred capital repair/replace projects estimated in 2012 to be at \$4.8 million dollars.
- In fiscal year 2019-20, the *County Parks Program* anticipates completing a Master Plan for 27 acres of undeveloped land within Barton Park. Demands for camping and day use at Barton Park are reaching capacity maximums. It is anticipated the Master Plan will examine options for managing the high demand that currently exists from the completion of the Springwater Corridor and Cazadero regional trail segments, as well as options (including shuttle service) for addressing congestion and traffic issues caused by the popularity of the Barton-Carver float.



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**CLACKAMAS**  
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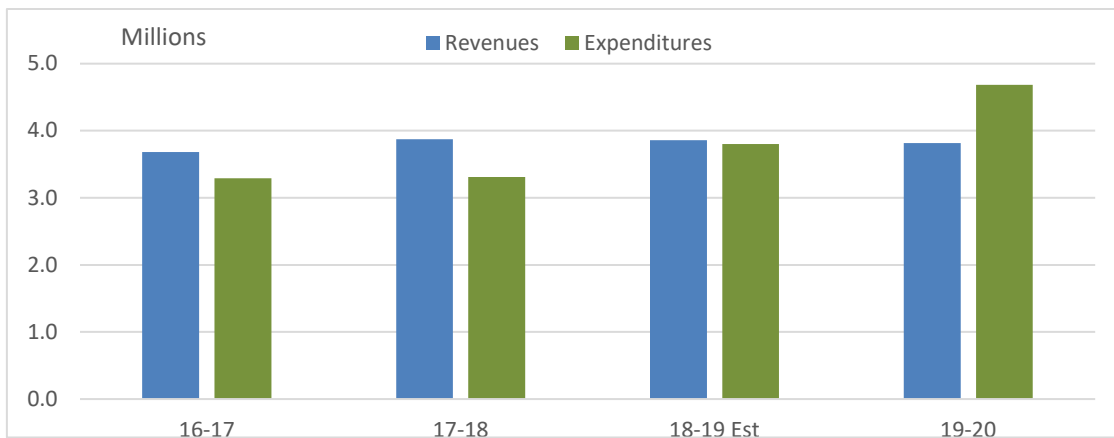


**Economic Development**

**Planning Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 938,194           | 1,331,547         | 1,573,538         | 1,573,538             | 1,522,076          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Local Revenue                             | 98,995            | 111,470           | 260,000           | 190,000               | 255,000            |
| Licenses                                  | 85,424            | 96,644            | 83,000            | 101,000               | 101,000            |
| Fees & Fines                              | 924,685           | 808,080           | 841,437           | 722,170               | 692,900            |
| Other Revenue                             | 4,253             | 34,083            | 25,000            | 22,558                | 10,000             |
| Interfund Transfers                       | 2,570,678         | 2,823,889         | 2,824,514         | 2,824,514             | 2,755,001          |
| <b>Subtotal Current Revenues</b>          | <b>3,684,035</b>  | <b>3,874,166</b>  | <b>4,033,951</b>  | <b>3,860,242</b>      | <b>3,813,901</b>   |
| <b>Total Resources</b>                    | <b>4,622,229</b>  | <b>5,205,713</b>  | <b>5,607,489</b>  | <b>5,433,780</b>      | <b>5,335,977</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 2,377,422         | 2,228,243         | 2,736,394         | 2,547,298             | 2,910,334          |
| Materials & Services                      | 597,676           | 617,980           | 1,095,942         | 805,255               | 1,072,459          |
| Allocated Costs                           | 315,584           | 436,684           | 408,151           | 408,151               | 480,280            |
| Capital Outlay                            | -                 | 25,228            | 260,000           | 41,000                | 221,200            |
| <b>Subtotal Current Expenditures</b>      | <b>3,290,682</b>  | <b>3,308,135</b>  | <b>4,500,487</b>  | <b>3,801,704</b>      | <b>4,684,273</b>   |
| Interfund Transfer                        | -                 | 324,039           | 110,000           | 110,000               | -                  |
| Reserve for Future Expenditures           | -                 | -                 | 463,856           | -                     | 115,000            |
| Contingency                               | -                 | -                 | 533,146           | -                     | 536,704            |
| Ending Fund Balance                       | 1,331,547         | 1,573,539         | -                 | 1,522,076             |                    |
| <b>Total Requirements</b>                 | <b>4,622,229</b>  | <b>5,205,713</b>  | <b>5,607,489</b>  | <b>5,433,780</b>      | <b>5,335,977</b>   |

|                                       |       |       |       |       |       |
|---------------------------------------|-------|-------|-------|-------|-------|
| <b>Budgeted Full-Time Equivalents</b> | 20.70 | 20.70 | 20.90 | 20.90 | 22.15 |
|---------------------------------------|-------|-------|-------|-------|-------|



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Planning Fund provides the resources for the Land Use & Permitting function (Planning Division) and the Long Range Land Use Planning program. The planning division is responsible for processing land use permits, preparing land use plans and providing the public and other agencies with land use information. The Long Range Land Use Planning activities include updated the Zoning Development Ordinance and coordinating with local and regional jurisdictions on various land use issues.

This fund also covers a Historic Preservation program responsible for the Heritage Tree program and designating historic landmark structures, as well as the cost of administering and updating the County's Community Rating System (Floodplain Program) which results in substantial reduction in floodplain insurance premiums for residents living in regulated floodplains in the unincorporated areas of the County.

The planning division provides staffing to support the County's Historic Review Board, Design Review Committee, Planning Commission, Land Use Hearings Officer and Board of County Commissioners in reviewing land use applications.

**Revenue Summary**

This program relies heavily on an interfund transfer from the General Fund to provide:

- Full support for the Public Service function (providing information at the customer service counter and on the phones, public outreach programs and community planning organizations, Hamlet and Village presentations); and
- Partial support for the Land Use Development Review function, for projects that include the preparation of community plans, amendments to the comprehensive plan and zoning ordinance, and preparation of land use plans as requested by the Board of County Commissioners, Planning Commission, or citizens or required by regional, state and federal governments.

Land use application fees offset some of the costs of processing land use applications and are dependent on economic trends and development activity.

Revenue is generated through contracts for services with the Engineering Division, Water Environment Services and Business and Community Services. The Division also provides planning services on contract for the cities of Estacada, Molalla and Gladstone. These local revenue sources are variable and dependent upon the needs of the contracting bodies.

**Expenditure Summary**

Personnel costs account for about two-thirds of the total budget, leaving one-third for materials and services. Significant expenditures in the materials and services category include allocated costs to other County divisions, building rent, permit software, contracted services for a land use hearings officer, and zoning code compliance services.

**Significant Issues & Changes**

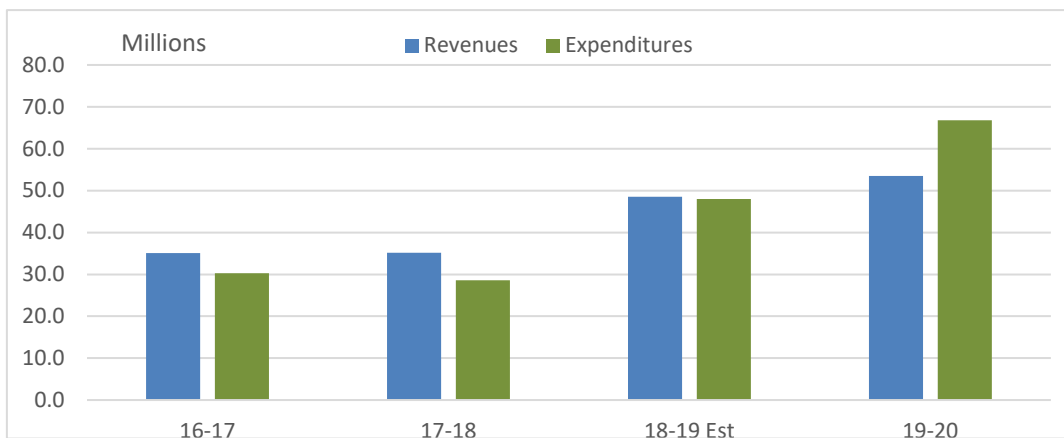
One in approximately every thirty customer interactions results in a paying customer. Public service costs are fully supported by the General Fund.



**Public Ways and Facilities**

**Road Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 19,013,977        | 19,674,553        | 24,193,643        | 24,429,138            | 24,361,371         |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Federal Revenue                           | 1,072,395         | 1,051,917         | 3,346,082         | 4,169,795             | 1,824,608          |
| State Revenue                             | 25,577,050        | 27,353,779        | 36,154,258        | 33,760,642            | 37,154,043         |
| Local Revenue                             | 418,904           | 380,808           | 995,401           | 745,000               | 1,028,001          |
| Licenses                                  | 116,134           | 173,502           | 165,000           | 388,000               | 242,000            |
| Fees & Fines                              | 6,759,693         | 4,488,955         | 3,157,776         | 3,380,243             | 8,690,064          |
| Other Revenue                             | 403,258           | 461,872           | 4,629,780         | 1,000,280             | 4,230,280          |
| Interfund Transfers                       | 751,460           | 1,234,919         | 4,939,917         | 5,108,917             | 356,747            |
| <b>Subtotal Current Revenues</b>          | <b>35,098,894</b> | <b>35,145,752</b> | <b>53,388,214</b> | <b>48,552,877</b>     | <b>53,525,743</b>  |
| <b>Total Resources</b>                    | <b>54,112,871</b> | <b>54,820,305</b> | <b>77,581,857</b> | <b>72,982,015</b>     | <b>77,887,114</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 15,360,779        | 16,669,546        | 20,289,455        | 17,864,702            | 20,513,612         |
| Materials & Services                      | 10,590,808        | 8,860,492         | 19,998,395        | 15,182,588            | 22,575,413         |
| Allocated Costs                           | 2,248,762         | 2,430,242         | 2,582,407         | 2,582,407             | 3,010,509          |
| Capital Outlay                            | 2,037,551         | 594,601           | 20,679,255        | 12,390,948            | 20,712,484         |
| <b>Subtotal Current Expenditures</b>      | <b>30,237,900</b> | <b>28,554,881</b> | <b>63,549,512</b> | <b>48,020,645</b>     | <b>66,812,018</b>  |
| Special Payments                          | 19,000            | 66,400            | 600,000           | 600,000               | 2,496,182          |
| Interfund Transfers                       | 4,268,671         | 2,005,383         | -                 | -                     | -                  |
| Reserves                                  | -                 | -                 | 3,104,046         | -                     | 2,068,132          |
| Contingency                               | -                 | -                 | 10,328,299        | -                     | 6,510,782          |
| Ending Fund Balance                       | 19,587,300        | 24,193,643        | -                 | 24,361,370            |                    |
| <b>Total Requirements</b>                 | <b>54,112,871</b> | <b>54,820,307</b> | <b>77,581,857</b> | <b>72,982,015</b>     | <b>77,887,114</b>  |
| <b>Budgeted Full-Time Equivalent</b>      | <b>155.55</b>     | <b>160.75</b>     | <b>168.65</b>     | <b>168.65</b>         | <b>160.95</b>      |



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Clackamas County road fund provides the resources needed to provide safety, maintenance, construction and operations services to users of the transportation system so they can travel safely in Clackamas County. This revenue is focused on operations that ensure a safe and well maintained County's system of over 1,400 road miles and 179 bridges. The County road network includes approximately 40,000 traffic signs and 150 traffic signals. The workgroups responsible for this system include **Transportation Maintenance, Traffic Safety, Transportation Development Review, Transportation Engineering & Construction, Long Range Transportation Planning, Damascus Roads** and **Department Administration**. Each workgroup performs essential activities that ensure the system remains safe and efficient for all users.

#### **Transportation Maintenance**

The purpose of the Transportation Maintenance program is to provide repair, maintenance, preservation and emergency response services to the public so they can live, work, recreate and travel safely on a well-maintained County transportation system.

#### **Transportation Engineering & Construction**

The purpose of the Transportation Engineering & Construction program is to provide survey, design, right of way, construction and project management services to the public so they can safely and efficiently connect with goods, services, employment and people.

DTD (Department of Transportation and Development) Capital Projects were moved in to Fund 215 in FY 2018-19 to more effectively track the revenues and expenditures of projects within the department. Capital project expenditures include planning, design, construction, and right-of-way purchase for road projects, bike/pedestrian projects, safety projects, bridge projects and storm drainage projects.

Historically, the major sources of capital project revenues are interfund transfers from:

- Countywide System Development Charge (SDC)
- Tax Increment Financing Districts (Urban Renewal)
- Federal and State Grants
- State Highway Fund (Road Fund)

#### **Traffic Safety**

The purpose of the Traffic Safety program is to provide education, commercial vehicle inspection, traffic operations and engineering services to all road users so they can safely and efficiently use the transportation system.

#### **Land Use & Permitting: Transportation Development Review**

The purpose of the Land Use, Development Review and Permitting program is to provide comprehensive information, plan review, permitting and inspection services to the public, residents, property owners, businesses, the development community and other agencies so they can make informed decisions and advance their projects in a timely manner facilitating economic growth, public health and safety.

#### **Long Range Transportation Planning**

The purpose of the Long-Range Planning program is to provide land use and transportation plan development, analysis, coordination and public engagement services to residents; businesses; local, regional and state partners, and County decision-makers so they can plan and invest based on a coordinated set of goals and policies that guide future development.

### **Damascus Roads**

The purpose of the Damascus Roads program is to provide transportation safety, planning, construction and maintenance services to the public so they can live, work, conduct business, recreate and travel safely on the transportation system within the boundaries of the former city of Damascus.

### **Department Administration**

The purpose of the Department Administration line of business is to provide leadership, supervision, financial, communication and emergency support services to the Board of County Commissioners, decision-makers, DTD employees, other county departments, other jurisdictions and the public, so they can provide well-managed services to people so they can live, work, play and do business in Clackamas County safely and successfully.

### **Revenue Summary**

Transportation funds available to Clackamas County over the last decade have come from a variety of state and federal sources, including the State Highway Fund (motor vehicle fund), Secure Rural Schools and Community Self Determination Act, the Oregon Transportation Investment Act programs, Federal Highway Administration grants and other state and federal competitive grants.

Historically, we have relied on the local funds, such as Tax Increment Financing (TIF) in urban renewal districts and transportation system development charges to fill the gap between the state and federal revenues for new project construction. TIF funds are dwindling and system development charges can only be used for a percentage of the total project cost. Unfortunately, none of these sources have been steady, and the purchasing power of each dollar received has declined as the cost of labor and material continues to increase.

Roads connect people, goods and services and the condition of this vital asset is getting worse as Federal and State funding has not kept pace with road maintenance costs. Without a local funding source Clackamas County is falling behind with many roads already needing to be reconstructed at a much greater cost than preventive maintenance.

### **Expenditure Summary**

The Transportation Maintenance program uses four primary treatments for repair and maintenance of road surfaces: contracted roadway paving/preservation, maintenance paving/patching, chip/slurry seal applications and crack sealing.

The Transportation Engineering & Construction program will continue to provide the technical services of project scoping, planning, survey, design, construction inspection, project management, and program administration for capital and large scale maintenance projects.

The Traffic Safety program focuses on education and outreach to citizens and business. As such, a majority of their expenses are in the form of staff time and outreach.

The Transportation Development Review program expenses are primarily staffing expenses. This group performs the plan review and inspection of civil drawings for parking and public improvements.

The Long Range Transportation Planning program continues to focus on its role of coordinating with local and regional partners, working with the North Clackamas School District to identify key routes where improvements create safer places for children to bike and walk to school, the implementation of the ADA transition plan and other transportation planning activities.

### **Significant Issues and Changes**

We continue to focus revenues on maintaining existing infrastructure, but despite these efforts delays in paving or other road treatments lead to an increasing need for more expensive pavement reconstruction. The condition of our road system is a growing concern, as this network provides direct access to homes, schools, and businesses. Public safety responders rely on this road system to protect residents throughout the county. It is not likely that road funds from the State Highway Fund received by the county will ever be enough to address this problem.

For more than a decade, Department Administration has actively worked with citizens to identify viable funding options to address this increasing need and the county continues to explore the benefits of a variety of local funding sources to help fill this growing gap.

- The recent passage of House Bill 2017 provided the relief of some additional road funding that will increase over the next 10-years, ultimately providing an additional \$13 million each year for Clackamas County transportation programs.
- The federal budget that passed in March 2018, included a renewal of the Secure Rural Schools program and is anticipated to bring in approximately \$500,000 each year until the program sunsets again in 2020.

The road fund does not have a sustainable funding source for capital projects and programming projects for construction is constrained by the lack of a funding source that is line with needs. This is due to funding being largely dependent on state and federal funds and programs that may or may not exist in the future.

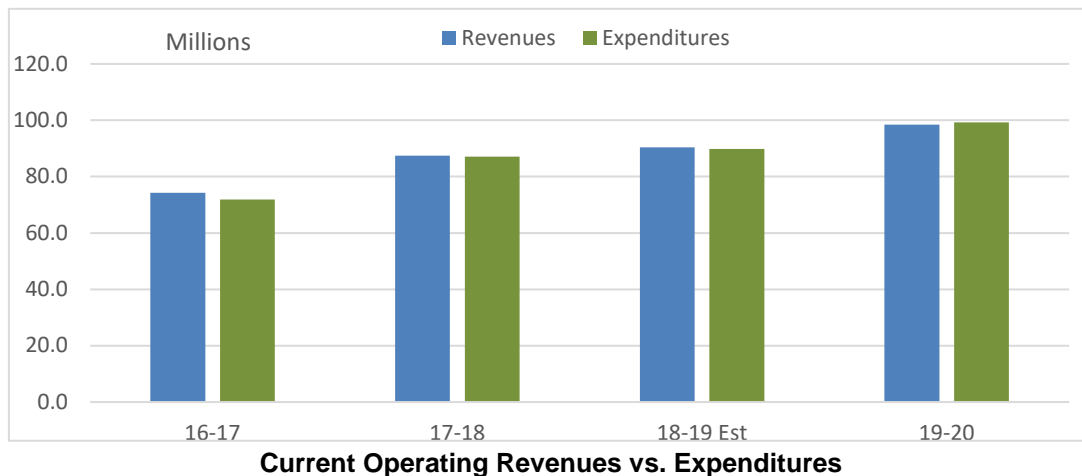




## Sheriff Fund

### Public Protection

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 2,462,853         | 3,553,124         | 2,586,815         | 2,586,815             | 1,294,151          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue                        | 162,329           | 27,718            | -                 | 269,894               | -                  |
| Taxes                                     | -                 | 11,560,665        | 11,947,963        | 11,588,522            | 12,444,636         |
| Federal Revenue                           | 811,576           | 656,844           | 918,876           | 1,061,697             | 940,097            |
| State Revenue                             | 293,249           | 260,478           | 254,857           | 366,200               | 280,000            |
| Local Revenue                             | 8,011,112         | 7,638,522         | 8,662,609         | 8,746,415             | 9,278,309          |
| Licenses                                  | 1,041,662         | 752,876           | 534,300           | 696,000               | 603,500            |
| Fees & Fines                              | 3,273,856         | 2,009,113         | 2,643,461         | 2,194,610             | 2,303,850          |
| Other Revenue                             |                   |                   |                   |                       |                    |
| Salary Reimbursements                     | 5,168,667         | 5,376,765         | 5,896,892         | 5,696,018             | 6,211,517          |
| Miscellaneous                             | 413,390           | 371,409           | 613,850           | 451,650               | 382,750            |
| Interfund Transfers                       | 55,104,521        | 58,834,074        | 59,429,864        | 59,373,610            | 66,058,400         |
| <b>Subtotal Current Revenues</b>          | <b>74,280,362</b> | <b>87,488,464</b> | <b>90,902,672</b> | <b>90,444,616</b>     | <b>98,503,059</b>  |
| <b>Total Resources</b>                    | <b>76,743,215</b> | <b>91,041,588</b> | <b>93,489,487</b> | <b>93,031,431</b>     | <b>99,797,210</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 54,721,373        | 67,833,448        | 69,913,072        | 70,079,791            | 75,854,234         |
| Materials & Services                      | 14,016,109        | 15,262,978        | 17,260,206        | 15,363,530            | 16,955,838         |
| Allocated Costs                           | 3,121,586         | 3,788,280         | 3,788,353         | 3,788,353             | 4,670,629          |
| Capital Outlay                            | 68,060            | 159,936           | 571,125           | 548,875               | 1,818,620          |
| <b>Subtotal Current Expenditures</b>      | <b>71,927,128</b> | <b>87,044,642</b> | <b>91,532,756</b> | <b>89,780,549</b>     | <b>99,299,321</b>  |
| Special Payments                          | 50,443            | 113,835           | 45,000            | 45,000                | 45,000             |
| Interfund Transfers                       | 1,212,520         | 1,296,296         | 1,911,731         | 1,911,731             | 452,889            |
| Ending Fund Balance                       | 3,553,124         | 2,586,815         | -                 | 1,294,151             | -                  |
| <b>Total Requirements</b>                 | <b>76,743,215</b> | <b>91,041,588</b> | <b>93,489,487</b> | <b>93,031,431</b>     | <b>99,797,210</b>  |
| <b>Budgeted Full-Time Equivalents</b>     | <b>390.35</b>     | <b>446.60</b>     | <b>456.75</b>     | <b>456.75</b>         | <b>462.75</b>      |





**Description of Fund**

The Public Safety Local Option Levy Fund was established to account for activities supported by a local option tax that was first approved by voters in November 2006 and subsequently renewed in 2011 and 2016. The 2017-18 budget reflects the first year of the latest five year renewal of a fixed rate levy of \$0.248 per \$1,000 of assessed value in the County.

The levy has provided 31 FTE to keep approximately 84 jail beds open. These beds had been closed since 2002 due to lack of revenue. The levy also funds 18 patrol positions and expands enforcement to combat methamphetamine abuse and other drug related crimes by funding 11 positions in the Investigations Division.

The Sheriff's Operations Fund accounts for all budget activities of the Sheriff's Office not paid for by the Enhanced Law Enforcement District and is comprised of the following:

The *Administration Division* exercises supervision over all divisions and establishes policy and long-range planning; composes and monitors all division budgets; prepares statistical information; and directs procurement, maintenance and storage of supplies and equipment. Public information and internal investigations are also included under this division.

The *Support Services Division* is comprised of the Personnel, Training, Information Technology, Records and Public Safety Training Center activities. The Personnel section is responsible for coordinating all hiring efforts including background investigations of all department personnel, as well as, all training required to keep sworn staff certified. Information Technology coordinates all computer needs for the Sheriff's Office including desktop equipment, laptops and phones to enable information access in patrol cars. The Records unit processes criminal reports taken by Patrol and Investigations. It also maintains warrants and protective orders for Clackamas County and various city police departments and assists crime analysis and case management efforts. Activity at the Public Safety Training Center accounts for costs of a facility which houses a shooting range plus meeting and classroom space. The facility is used by County staff, as well as, other law enforcement agencies in the area. Fees are charged to outside agencies and public users to cover costs related to maintenance and operation. The goal is to have the facility pay for itself between fees and overtime savings generated from deputies being able to shoot during their regular shifts.

The *Patrol Division* provides patrol services to ensure protection of life, property and individual rights, utilizing uniformed officers who employ a proactive, community policing approach rather than a reactive approach to policing whenever possible. It is solely responsible for patrolling County roads and waterways and includes special units such as special weapons and tactics (SWAT), search and rescue (SAR) and a K-9 unit.

The *Investigations Division* is responsible for responding to and investigating major criminal incidents, as well as processing any evidence relating to those crimes. The division is comprised of the following units to create a coordinated and specialized response to events within the County: Homicide and Violent Crimes Unit (HVCU), Property Crimes, Child Abuse Team (CAT), Interagency Child Exploitation Prevention Team (INTERCEPT), Clackamas County Interagency Task Force (CCITF), Computer Forensics, Crime Scene Investigation (CSI), Forensic Art, Property and Evidence, and the Domestic Violence Response Team (DVERT). In addition to any unit-specific training and knowledge an Investigations member must maintain special skills such as warrant preparation, interviewing techniques, evidence collection and preparation, preparing for and testifying at trial, and other assigned and required duties.

The *Civil Division* is responsible for serving civil process, providing security for 13 courtrooms spread between the county courthouse, juvenile building, and justice court, and transport of individuals in custody to and from the courthouse for trial, sentencing and appearances.

The *Jail Division* maintains a safe and secure jail facility for both inmates and staff in compliance with statutory authority, court decisions and Oregon Jail Standards. It strives to keep all citizens of the community safe and to positively impact those who are held or who must serve sentences in the facility.

### Revenue Summary

In the proposed FY 2019-20 budget, the Sheriff's Operations Fund receives 66%, or \$66,058,400, of its revenue from property tax and other general county resources in the form of an interfund transfer from the General Fund. Other major sources of revenue include \$12,945,185 from the Public Safety Local Option Levy, contracts with the cities of Wilsonville and Happy Valley for patrol services (local revenue) at \$7,625,700; a reimbursement from the Enhanced Law Enforcement District for personnel costs (other revenue) at \$6,171,517 and a variety of fees for services such as alarm permits and civil process service.

### Expenditure Summary

The largest expenditure category in the Sheriff's Operations Fund is Personal Services (76%) at \$75,854,234 which pays for 462.75 full-time equivalent positions (354.75 FTE paid by the General Fund, 48.00 FTE paid by contracts with outside agencies for police services and 60.00 FTE in the Public Safety Local Option Levy). Of the \$75,854,234 personal services cost, \$10,348,337 is paid by the Levy, \$9,737,006 is paid by contracted police services and \$55,768,891 is paid by the General Fund. In the materials and services category a significant expenditure includes \$3,229,515 for contracted medical and mental health services to inmates at the jail. FY 2019-20 Cost Allocation charges to the Sheriff's Operations Fund total \$4,670,629.

### Significant Issues & Changes

Through the tremendous effort of multiple teams, the Sheriff's Office is now fully hired; however, full staffing takes significantly more time to realize. For a non-sworn position, the average time from interview to hire is 5 – 6 months. For a sworn position, the time from interview to solo status is 24 months as there is an 18-month period of training before a Deputy is released to solo status.

For the past 5 fiscal years, CCSO has stated that insufficient revenue exists to meet all expenses if we became fully hired. The Board of County Commissioners and the Clackamas County Budget Committee provided the directive to go forth and attain a fully hired level of staffing and to return to them should we face a budget shortfall. CCSO had insufficient funds to cover FY 2018-19 payroll costs and additional funds were allocated to cover FY 2018-19 expenses. Additional revenue was also added to address the revenue shortfall for FY 2019-20 caused by being fully hired. The Sheriff's Office looks forward to discussions during FY 2019-20 with the Board of County Commissioners, County Administration and the County Budget Committee to develop a funding mechanism which will provide a sustainable budget for the Sheriff's Office into the future.



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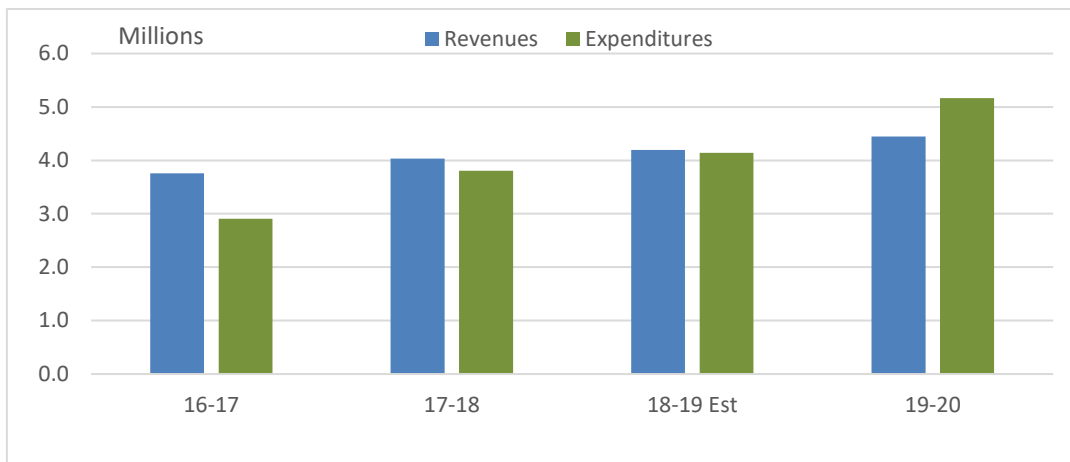
**CLACKAMAS**  
C O U N T Y



**General Government**

**Code Enforcement & Resource Conservation & Solid Waste Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 1,357,711         | 2,175,229         | 2,312,203         | 2,312,203             | 2,292,988          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| State Revenues                            | 19,767            | 16,233            | -                 | -                     | -                  |
| Local Revenue                             | 419,444           | 424,481           | 423,500           | 443,613               | 585,000            |
| Licenses                                  | 1,989,643         | 2,172,484         | 2,075,000         | 2,176,000             | 2,202,000          |
| Fees & Fines                              | 1,135,897         | 1,217,566         | 1,196,694         | 1,181,772             | 1,334,378          |
| Other Revenue                             | 81,437            | 68,933            | 43,850            | 69,393                | 52,140             |
| Interfund Transfers                       | 112,503           | 134,534           | 322,970           | 322,970               | 271,136            |
| <b>Subtotal Current Revenues</b>          | <b>3,758,691</b>  | <b>4,034,231</b>  | <b>4,062,014</b>  | <b>4,193,748</b>      | <b>4,444,654</b>   |
| <b>Total Resources</b>                    | <b>5,116,402</b>  | <b>6,209,460</b>  | <b>6,374,217</b>  | <b>6,505,951</b>      | <b>6,737,642</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 1,904,096         | 2,321,522         | 2,772,741         | 2,613,610             | 3,178,014          |
| Materials & Services                      | 697,294           | 888,568           | 1,121,288         | 1,064,601             | 1,344,152          |
| Allocated Costs                           | 273,798           | 356,825           | 365,752           | 365,752               | 465,265            |
| Capital Outlay                            | 33,738            | 239,110           | 170,000           | 94,000                | 175,000            |
| <b>Subtotal Current Expenditures</b>      | <b>2,908,926</b>  | <b>3,806,025</b>  | <b>4,429,781</b>  | <b>4,137,963</b>      | <b>5,162,431</b>   |
| Special Payments                          | 32,247            | 16,233            | -                 | -                     | -                  |
| Interfund Transfer                        | -                 | 75,000            | 75,000            | 75,000                | 75,000             |
| Reserve for Future Expenditures           | -                 | -                 | 1,311,755         | -                     | 834,424            |
| Contingency                               | -                 | -                 | 557,681           | -                     | 665,787            |
| Ending Fund Balance                       | 2,175,229         | 2,312,202         | -                 | 2,292,988             | -                  |
| <b>Total Requirements</b>                 | <b>5,116,402</b>  | <b>6,209,460</b>  | <b>6,374,217</b>  | <b>6,505,951</b>      | <b>6,737,642</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | <b>19.75</b>      | <b>20.55</b>      | <b>22.74</b>      | <b>22.74</b>          | <b>23.94</b>       |



**Current Operating Revenues vs. Expenditures**



## Code Enforcement, Sustainability & Solid Waste (SSW) & Septic and Onsite Wastewater Program (SOWP) Fund

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### **CODE ENFORCEMENT**

#### **Description of Fund**

Code Enforcement addresses violations of codes and ordinances administered by a variety of workgroups in the Department of Transportation and Development (DTD). It is the goal of the code enforcement function to work cooperatively and collaboratively with the County agencies on whose behalf they perform this work and with citizens to ensure safety, preserve resources, enhance community livability and quality of life, and reduce environmental degradation.

#### **Revenue Summary**

- Building Codes provides revenue for code-related violations of the Oregon Structural Specialty Code, Oregon Residential Specialty Code, Oregon Electrical Specialty Code, Oregon Plumbing Specialty Code, the Oregon Mechanical Code, the Code for the Abatement of Dangerous Buildings and Structures (local ordinance), County Grading Ordinance amongst others.
- Transportation Engineering pays for the enforcement of the Road Use Code, for the enforcement of conditions of approval established in land use decisions, and for mediation service costs associated with road use issues.
- Planning & Zoning pays the cost of compliance services for violations of the Zoning and Development Ordinance which now includes marijuana-related violations.
- Resource Conservation & Solid Waste pays for the enforcement of Clackamas County's Solid Waste Code.

#### **Expenditure Summary**

Historically, Code Enforcement (CE) revenues have not kept pace with expenditures and the balance of building code, solid waste, and zoning compliance actions have been funded by solid waste franchise fees. The program receives a small contribution from the general fund which offsets but does not fully cover the shortfall. The gap between the actual cost of operating the CE program and the revenue collected through direct billings for services will begin to widen as costs for the CE program continue to increase and as demand for services increases due to recent policy directives, changes in enforcement priorities, and recent enforcement areas such as those related to marijuana.

#### **Significant Issues and Changes**

The Code Enforcement Program is now operated based on current enforcement policies and philosophy as directed by the Board of Commissioners (BCC). The program still encourages voluntary resolution of code violations and staff works cooperatively with property owners within the County in the resolution of compliance issues related to their property. With the modifications made as a result of the performance review performed in 2013-14 and prior BCC recommendations and directives, the program is more efficient and predictable. New practices and cost recovery mechanisms (like the monthly \$75 file maintenance fee and the availability of collection methods not previously available to the County) help to ensure that the County can more effectively recoup costs associated with enforcement actions.

## **SUSTAINABILITY & SOLID WASTE (SSW)**

### **Description of Fund**

Sustainability & Solid Waste (SSW) provides for a safe, healthy and effective solid waste and recycling collection system; the oversight and administration of franchised private collection companies and one transfer station that serve 52,000+ business and residential accounts and pick up garbage, recycling and yard debris an estimated 6.7 million times a year; technical assistance, outreach and education to reduce waste and promote best practices among businesses, residents, and schools; and participation in regional and state waste planning. The program ensures community-wide compliance with goals and objectives of the Regional Solid Waste Management Plan and Oregon Revised Statutes such as the Opportunity to Recycle Act for the unincorporated and incorporated areas of the county.

These programs and initiatives save money, honor and conserve natural resources, prevent waste, and ensure a healthy, safe, solid waste and recycling system, contributing towards the well-being of the County now and for future generations.

### **Revenue Summary**

The program is funded almost completely by franchise fees and regional revenue from Metro. Franchise fees are a percentage of the gross revenue received by collection companies for garbage and recycling services. Metro returns revenues to the county that originate from regional solid waste fees to maintain existing programs and occasionally offers additional funds to support additional technical assistance to businesses or to support emerging recovery or waste reduction goals. Agreements are in place with all local cities that direct Metro funding to the County in return for the County taking responsibility to plan and implement required programs in those cities and to engage in regional planning. Other nominal revenues come from fines on solid waste violations, recycling licenses, and incentives tied to the solar array on the Development Services Building (DSB).

In past years the program has also received grants to promote more efficient, greener county operations through energy and water efficiency, solar projects, practices that reduce waste and procurement of more environmentally responsible goods, and has also promoted public education on energy efficiency and renewable energy.

### **Expenditure Summary**

The County is a leader in developing and implementing new and innovative waste reduction programs. Franchise fees and regional funds pay for administration of the solid waste collection system, the associated waste reduction and technical assistance programs, and the annual financial review of collection companies and their costs, to set garbage and recycling collection fees. These funds are also used to enforce and abate solid waste code violations and nuisances. In FY 2019-20 these funds will also support the Dump Stoppers program. Metro funds are directed to increase technical assistance to businesses and to meet community education requirements; addressing food waste through collection, food donation, and waste reduction efforts is a current priority for Metro funds. Incentive payments tied to the DSB solar array are set aside for energy efficiency projects in County operations and to support this program's role as a co-champion for Strategic Energy Management.

### **Significant Issues and Changes**

Continued priorities include development of food scrap collection, modernizing and updating franchise administrative rules and code, and finalizing the County's first Disaster Debris Plan. An issue that emerged in 17-18 and will remain a challenge, with implications for collection fees, is the significant drop in recycling markets. Engaging at the regional and state level to manage the problem, and developing strategies to partially mitigate the problem by reducing contamination in recycling is a new focus.

Amidst continued evidence of climate change and the growing recognition of the importance of aggressively reducing our carbon footprint, the Board continues to reaffirm historic climate commitments. Much of the carbon emissions we generate are influenced by or relate to the use of energy for buildings, transportation, and solid waste, making DTD ideal for a coordinating role as the Board explores how the County can fulfill its climate commitments.

With a healthy fund balance, the program is presented with opportunities to (a) maintain an operational reserve, (b) pursue new strategies for food donation, promote waste reduction, and reduce contamination in recycling, and/or (c) provide businesses with assistance in modernizing garbage and recycling enclosures.

## **SEPTIC & ONSITE WASTEWATER**

### **Description of Fund**

Septic & Onsite Wastewater (SOWP) is responsible for the review and permitting of the septic systems in unincorporated areas of Clackamas County that are not serviced by a sanitary sewer provider.

This group works collaboratively with the Code Enforcement group to enforce unusually difficult or complex violations of the Department of Environmental Quality subsurface sewage disposal regulations.

### **Revenue Summary**

The Septic and Onsite Wastewater program is funded exclusively by dollars collected through permitting activity. It does not receive any money from the General Fund for its operation.

### **Expenditure Summary**

The Septic & Onsite Wastewater expenditures are covered by fees for service.

### **Significant Issues and Changes**

The Septic & Onsite Wastewater Program (SOWP) expenditures are covered by local fees for service.

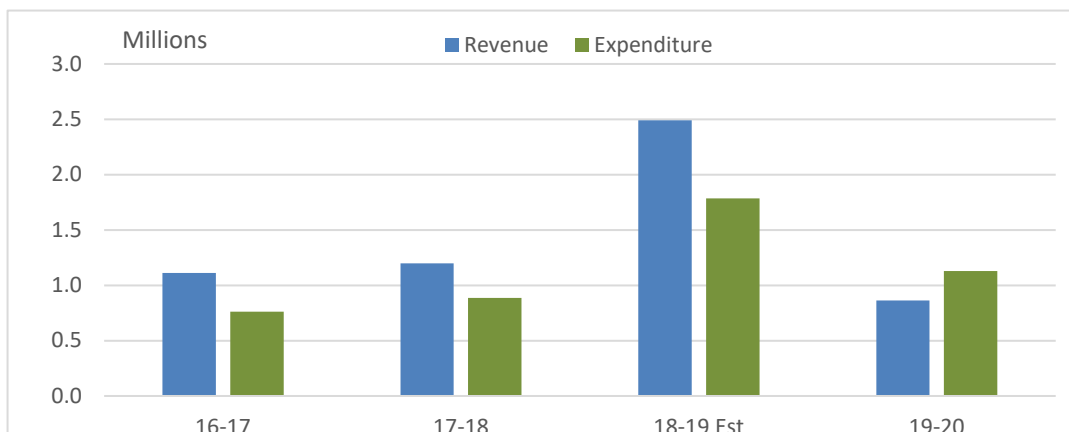




**General Government**

**Property Resources Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 1,439,607         | 1,778,871         | 1,918,732         | 1,918,732             | 2,375,037          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Fees & Fines                              | 509,788           | 488,000           | 1,259,001         | 1,238,848             | 386,961            |
| Other Revenue                             |                   |                   |                   |                       |                    |
| Land Sale Proceeds                        | 580,050           | 682,499           | 1,439,000         | 1,226,484             | 450,000            |
| Miscellaneous                             | 22,619            | 28,915            | 21,361            | 26,961                | 26,961             |
| <b>Subtotal Current Revenues</b>          | <b>1,112,457</b>  | <b>1,199,414</b>  | <b>2,719,362</b>  | <b>2,492,293</b>      | <b>863,922</b>     |
| <b>Total Resources</b>                    | <b>2,552,064</b>  | <b>2,978,285</b>  | <b>4,638,094</b>  | <b>4,411,025</b>      | <b>3,238,959</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 140,616           | 159,930           | 217,535           | 218,406               | 195,302            |
| Materials & Services                      | 601,390           | 689,288           | 1,688,169         | 1,454,216             | 548,722            |
| Allocated Costs                           | 18,686            | 24,115            | 24,129            | 24,129                | 25,178             |
| Capital Outlay                            | -                 | 14,118            | 90,000            | 90,000                | 360,000            |
| <b>Subtotal Current Expenditures</b>      | <b>760,692</b>    | <b>887,451</b>    | <b>2,019,833</b>  | <b>1,786,751</b>      | <b>1,129,202</b>   |
| Special Payments                          | 12,501            | 172,102           | 586,000           | 249,237               | 140,000            |
| Interfund Transfer                        | -                 | -                 | -                 | -                     | 100,000            |
| Reserve for Future Expenditures           | -                 | -                 | 1,783,714         | -                     | 1,708,855          |
| Contingency                               | -                 | -                 | 248,547           | -                     | 160,902            |
| Ending Fund Balance                       | 1,778,871         | 1,918,732         |                   | 2,375,037             |                    |
| <b>Total Requirements</b>                 | <b>2,552,064</b>  | <b>2,978,285</b>  | <b>4,638,094</b>  | <b>4,411,025</b>      | <b>3,238,959</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | 1.20              | 1.20              | 1.40              | 1.40                  | 1.40               |



**Current Operating Revenues vs. Expenditures**

**Description of Fund**

The *Property Disposition Fund* (formerly *Property Resources Fund*) includes two programs, the *Tax Title Land Program* and the *Property Disposition Program*.

The *Tax Title Land Program* accounts for tax foreclosed property proceeds. The County annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the County in lieu of the uncollected taxes. The properties are then typically sold at public auction or transferred to other government agencies for public use. The *Tax Title Land Program* receives the proceeds from the sale of those properties. In return, it reimburses the *Property Disposition Program* for all costs associated with the management and disposal of the foreclosed properties. Any funds remaining are distributed to the taxing districts of the County.

The *Property Disposition Program* is responsible for the management and disposition of County real properties. It is generally self-supporting and is not dependent upon the County's General Fund. Areas of responsibility include:

- Managing and disposing of surplus real properties that are deeded to the County through statutory tax foreclosure through a public oral auction, transferred to another county department, county agency or municipality, or through a private sale.
- Providing property management services including title/deed documentation, inspection, maintenance, marketing, contracting, and administration as needed to the tax foreclosed real properties until properties can be sold or transferred.

**Revenue Summary**

The primary source of revenue for this fund is receipts from the sale of tax foreclosed properties generated by the annual auction or a private sale.

**Expenditure Summary**

*Tax Title Land Program* expenditures include an Internal County Contracted Service charge of \$386,961 paid to the *Property Disposition Program* to reimburse the program for costs related to the management of tax foreclosed properties in Clackamas County.

*Property Disposition Program* expenditures include a Property Agent position and other expenditures including legal services, property management services, and other costs associated with the holding, sale, and transfer of surplus real properties. Expenditures also include a Reserve for Future Expenditures of \$1,708,855 to mitigate costs related to the unknown hazards and possible clean-up of future hazardous contaminated tax foreclosed properties.

**Significant Issues & Changes**

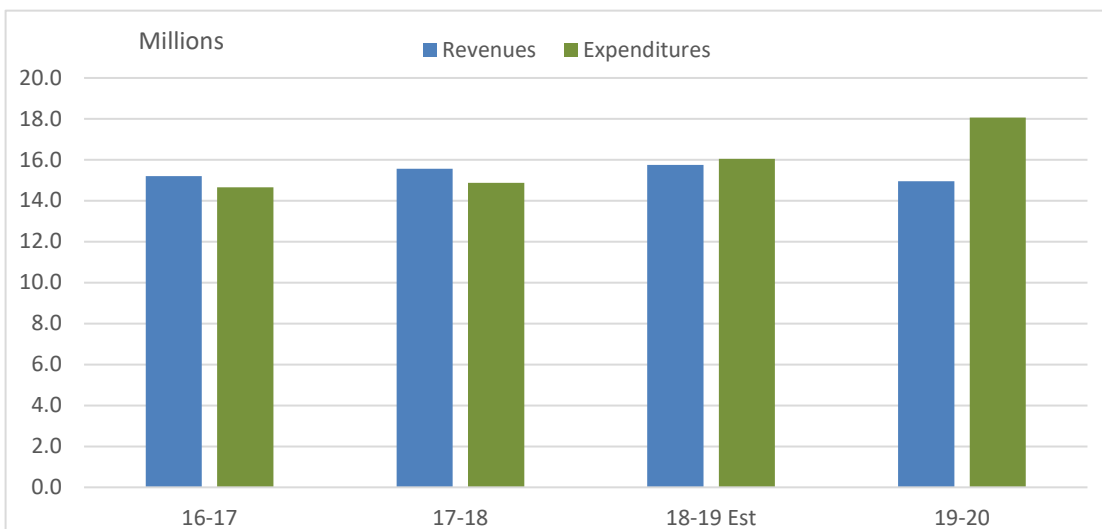
- Exposure to unknown hazardous property conditions can create a significant risk management and financial liability to the *Property Disposition Program*. As the division does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax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



**Public Protection**

**Community Corrections Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 2,785,322         | 3,204,850         | 3,774,149         | 3,774,149             | 3,214,152          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Federal Revenue                           | 14,478            | -                 | 70,303            | -                     | 316,365            |
| State Revenue                             | 9,659,925         | 9,898,063         | 9,971,392         | 9,896,392             | 8,726,775          |
| Local Revenue                             | 121,200           | 131,550           | 110,000           | 143,000               | 140,000            |
| Fees & Fines                              | 855,681           | 837,458           | 671,675           | 788,370               | 806,805            |
| Other Revenue                             |                   |                   |                   |                       |                    |
| Client Maintenance Fees                   | 89,817            | 55,349            | 43,500            | 97,000                | 97,000             |
| Miscellaneous                             | 79,103            | 90,807            | 42,930            | 160,840               | 73,230             |
| Interfund Transfers                       | 4,376,391         | 4,546,938         | 4,672,087         | 4,672,087             | 4,790,582          |
| <b>Subtotal Current Revenues</b>          | <b>15,196,595</b> | <b>15,560,165</b> | <b>15,581,887</b> | <b>15,757,689</b>     | <b>14,950,757</b>  |
| <b>Total Resources</b>                    | <b>17,981,917</b> | <b>18,765,015</b> | <b>19,356,036</b> | <b>19,531,838</b>     | <b>18,164,909</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 10,092,004        | 10,508,291        | 13,926,473        | 11,315,918            | 13,144,451         |
| Materials & Services                      | 3,497,519         | 3,307,218         | 3,871,822         | 3,704,027             | 3,698,442          |
| Allocated Costs                           | 879,300           | 1,009,701         | 1,027,162         | 1,027,162             | 1,185,739          |
| Capital Outlay                            | 184,167           | 45,078            | 225,000           | -                     | 30,000             |
| <b>Subtotal Current Expenditures</b>      | <b>14,652,990</b> | <b>14,870,288</b> | <b>19,050,457</b> | <b>16,047,107</b>     | <b>18,058,632</b>  |
| Special Payments                          | 124,077           | 120,579           | 305,579           | 270,579               | 106,277            |
| Contingency                               | -                 | -                 | -                 | -                     | -                  |
| Ending Fund Balance                       | 3,204,850         | 3,774,148         |                   | 3,214,152             |                    |
| <b>Total Requirements</b>                 | <b>17,981,917</b> | <b>18,765,015</b> | <b>19,356,036</b> | <b>19,531,838</b>     | <b>18,164,909</b>  |
| <b>Budgeted Full-Time Equivalents</b>     | <b>106.00</b>     | <b>106.00</b>     | <b>106.00</b>     | <b>106.00</b>         | <b>106.00</b>      |



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Community Corrections Fund was established to receive moneys from the State Department of Corrections to manage adult parole and probation supervision services and interventions in Clackamas County. Funds are allocated to counties each biennium derived from a legislative formula. Counties develop plans in partnership with their Local Public Safety Coordinating Councils that identify how Community Corrections will serve the local offender population. Community Corrections operates the following programs:

- *Residential Treatment & Counseling* provides pro-social guidance, treatment, employment, and housing services to clients so they can experience their best opportunity for successful, pro-social reintegration into the community.
- *Transitional Resource Program* provides pre-release, assessment, referral and stabilization services to justice involved individuals, those at risk and those affected so they can experience their best opportunity for successful, pro-social reintegration into the community.
- *Community Services Program* provides a cost effective workforce and safe, pro-social sentencing alternative to local community partners and justice involved individuals so they can be accountable for their offense, while contributing to and remaining in their local community.
- *Parole & Probation Supervision Program* provides assessments and case planning, counseling, intervention and accountability services to individuals on parole or probation so they can experience their best opportunity for successful, pro-social reintegration into the community.
- *Pretrial Services* provide services to reduce forced jail releases, maximize appropriate jail releases, maximize court appearances, and maximize public safety. Pretrial supervision ensures increased accountability of released defendants in the community with risk-based supervision of pretrial conditions and ensuring that offenders who need to stay in custody remain.
- *Victim Services Program* provides outreach, support, safety planning, advocacy, and victim notification services to survivors and victims of crime so they can make informed choices, recover, and feel safer.

### Revenue Summary

The largest revenue source in the Community Corrections Fund is State Revenue (48.04%) which is dedicated to felony offender supervision. General Fund (26.37%) provides misdemeanor supervision and client treatment services. Client Fees and Fines make up 4.93%, Community Service Work contracts contribute 1.23% and a Bureau of Justice grant is funding 1.74%. Prior year revenue is 17.69% of the budget with 16.75% of that amount being unspent Justice Reinvestment funds from fiscal year 2018-19. The Justice Reinvestment carryover will continue to support the Pretrial program and expansion of Short-Term Transitional Leave (STTL) and Corrections Substance Abuse Program (CSAP) through December 2019.

### Expenditure Summary

Personnel service costs represent the largest expenditure in this fund, accounting for 72.36% of the total budget. Materials and services total 20.3% and include housing, mentoring, employment, mental health and other contracted treatment services. Allocated costs amount to 6.52% and the remaining 0.82% is for special payments and capital expenditure.

### Significant Issues and Changes

The 2019-2021 State budget and distribution percentage has not yet been finalized. Community Corrections will not be notified of final Grant in Aid funding figures until July. At this time, we are basing our state FY2019-20 revenue on the prior year's funding amount.

Community Corrections received \$1,169,617 for each year of the 2017-2019 biennium of Justice Reinvestment (JRI) funding. These funds supported the Pretrial program and the expansion of the CSAP and STTL programs including 7.0 FTE as well as an internal agreement with Health Centers to provide 1.0 FTE Mental Health Specialist. Carryover JRI funding will continue to support these programs through December 2019. Ten percent of the JRI funding was earmarked for Victim Services which Clackamas Women's Services, Children's Center, Safety Compass, and NW Family Services received. This will not continue unless 2019-2021 JRI funding is received. We will apply for JRI as soon as the State budget is approved and JRI funding is known.

The Transition Center will be funded in FY 2019-2020 using prior year revenue carryover. Funding for the Transition Center will run out at that time and other revenue will be needed to continue operation.



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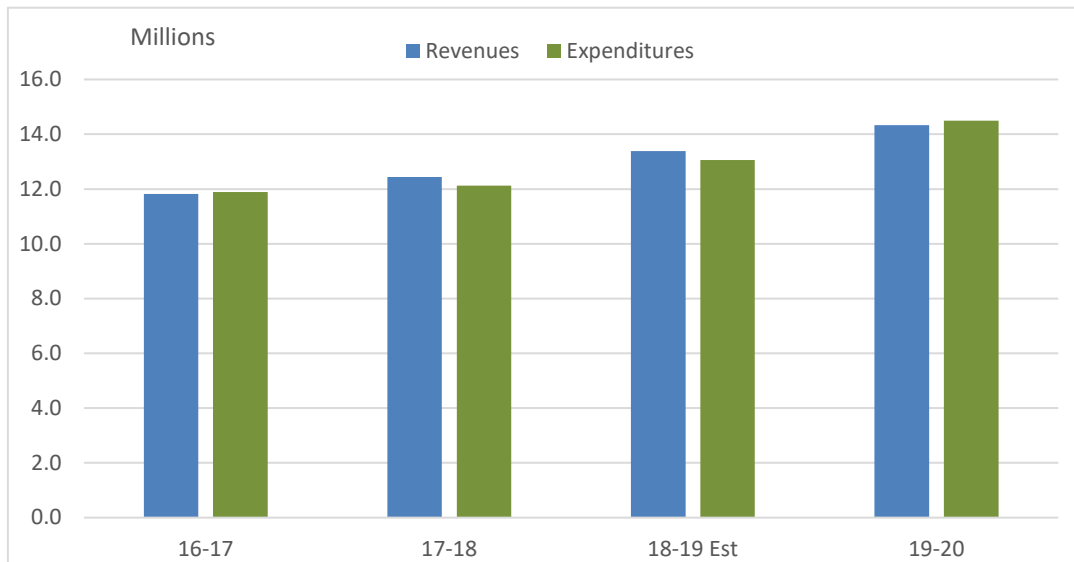
**CLACKAMAS**  
C O U N T Y



**Public Protection**

**District Attorney Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 914,251           | 844,503           | 718,956           | 718,956               | 604,917            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue                        | 383               | 308,767           | 343,018           | 343,018               | -                  |
| Federal Revenue                           | 1,123,359         | 1,148,860         | 1,808,024         | 1,832,937             | 1,994,348          |
| State Revenue                             | 806,189           | 863,589           | 814,931           | 879,260               | 753,951            |
| Fees & Fines                              | 365,794           | 304,954           | 280,974           | 280,974               | 281,766            |
| Other Revenue                             | 2,976             | 2,800             | -                 | 1,053                 | -                  |
| Interfund Transfers                       | 9,514,850         | 9,813,106         | 10,051,182        | 10,051,182            | 11,304,057         |
| <b>Subtotal Current Revenues</b>          | <b>11,813,551</b> | <b>12,442,076</b> | <b>13,298,129</b> | <b>13,388,424</b>     | <b>14,334,122</b>  |
| <b>Total Resources</b>                    | <b>12,727,802</b> | <b>13,286,579</b> | <b>14,017,085</b> | <b>14,107,380</b>     | <b>14,939,039</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 9,466,949         | 9,923,008         | 11,171,943        | 10,905,628            | 12,128,460         |
| Materials & Services                      | 1,587,842         | 1,337,469         | 1,544,152         | 1,295,845             | 1,305,438          |
| Allocated Costs                           | 828,508           | 867,146           | 860,990           | 860,990               | 1,065,141          |
| Capital Outlay                            | -                 | -                 | -                 | -                     | -                  |
| <b>Subtotal Current Expenditures</b>      | <b>11,883,299</b> | <b>12,127,623</b> | <b>13,577,085</b> | <b>13,062,463</b>     | <b>14,499,039</b>  |
| Special Payments                          | -                 | 440,000           | 440,000           | 440,000               | 440,000            |
| Ending Fund Balance                       | 844,503           | 718,956           | -                 | 604,917               | -                  |
| <b>Total Requirements</b>                 | <b>12,727,802</b> | <b>13,286,579</b> | <b>14,017,085</b> | <b>14,107,380</b>     | <b>14,939,039</b>  |
| <b>Budgeted Full-Time Equivalent</b>      | <b>78.30</b>      | <b>78.45</b>      | <b>79.50</b>      | <b>79.50</b>          | <b>81.50</b>       |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The District Attorney Fund supports the key functions required by the State of Oregon Constitution, local, state and federal law to represent the government in its pursuit of justice and safety for crime victims and our communities. The key functions supported by this fund include - prosecuting felony and misdemeanor crimes, conducting grand jury proceedings, as well as establishing court ordered child support, modification, and collecting monies that support our families in Clackamas County.

In addition to carrying out the key functions outlined above, the District Attorney is expected to participate and contribute to alternative programs that are designed to be less punitive for lower level crimes. These programs offer alternative solutions and methods that allow defendants the opportunity to learn from their mistakes. The goal is to provide the offender the help they need to get back on track and to prevent repeated occurrences.

To incentivize defendants and to maintain accountability, these programs quite often run parallel with our regular legal proceedings. While the District Attorney finds value in these collaborative efforts, we feel it is important to collaborate with our criminal justice partners in their programs. However, the number of alternative programs continues to grow and now totals more than 20. Long term it is fair to question whether this is sustainable with our current budget.

The primary purpose of the Clackamas County District Attorney's Office is to fairly, and impartially enforce all criminal laws with honesty and integrity. The ultimate goal is to provide justice for crime victims of defendants and to provide the citizens in our Clackamas County communities a safe and healthy place to live.

**Revenue Summary**

The total revenue for fund 220 in FY 2019-20 is \$14,939,039. County general fund is the primary source of fund revenue totaling \$11,298,121 (74.11%), other sources: Grants \$2,132,459 (14.81%), Federal Incentive \$237,802 (1.59%), and "discovery" income \$230,000 (1.54%).

**Expenditure Summary**

As public servants we allocate tax payer resources thoughtfully and take great care to invest in areas that bring value to the community and public safety. Because we are a service oriented agency, our greatest expense category is Personnel Services totaling \$12,122,524 or 81.18% of our total \$14,939,039 budget. Our next highest expense category is Materials and Services totaling \$1,305,438 or 8.74% of our total budget, followed by Allocated Costs totaling \$1,065,141 or 7.13%.

**Significant Issues & Changes**

**Revenue and Expenditure Changes**

Some Revenue sources have changed resulting in a total increase of \$289,047 (2.07%). This increase is due to an increase in our VOCA Grant. It should be noted that these funds are limited for the purpose of increasing services to victims and have spending restrictions.

It is worth mentioning that revenue streams outside of the general fund, more often than not, have spending limitations and can have an impact on services supported by the general fund.

Our dependency grant with DOJ and Title IV-E federal dependency grant were not renewed reducing revenue by \$196,864 from fiscal year 18-19. We will receive \$230,544 in marijuana sales tax revenue. These funds have limited purpose spending restrictions and are allocated to our Law Enforcement Assisted Diversion (LEAD) Program for the purposes of enhancing code enforcement, law enforcement, addiction treatment and other public health and safety needs.



Lastly, the final reimbursement of actual expenses for FY 2017-18 was received after the fiscal year closed for 1132. This Revenue was posted as “prior year revenue” in the 1<sup>st</sup> quarter of FY 2018-19 resulting in an artificial inflation of revenue for FY 2018-19.

Our expenditures for Personnel Services (\$1,009,410 or 9.08%) and Allocated Costs (\$204,151 or 23.71%) have increased in total \$1,213,561 or 10.13%. We reduced materials and services costs by \$400,088 or 26.13%. This reduction was a culmination of savings gained through our “file-less” initiative by reducing printer and printing costs, file-folder supplies and trial expenses. County Administration approved an increase in our General Fund revenue of \$698,929 or 4.68% to meet the financial obligations created with the passing of SB 505 requiring all Grand Jury proceedings be recorded for a total cost reduction of \$225,585 or 14.73% in materials and services.

### **Increasing Workload Demands**

The DA’s Office monitors the volume of its caseload office wide by tracking the number of referrals it receives for juvenile dependency, family support, and law enforcement reports representing criminal activity. While the number of referrals we received remained relatively similar, the work itself continues to evolve becoming increasingly more cumbersome.

With the big picture in mind, the DA’s Office has proactively found and implemented solutions using current resources to help meet increasing workload demands without disrupting or reducing the quality of services provided. The volume of casework received requiring core services, societal and legislative expectation for criminal justice agencies to participate in programs that support offenders, and unfunded mandates the come from legislative policy have outpaced our efforts to create capacity. Despite our best efforts, we are unable to take on additional case work for prosecution or participate in innovative programs to increase public safety at current staffing levels.

### **Grand Jury Recordation**

We have submitted an impact analysis with our budget documents to address the gap in fiscal resources created with the passage of SB 505 requiring the recordation of grand jury proceedings. The fiscal impact in 2019-20 is \$355,845 for the DA’s office to meet the obligations required under the new law. Thereafter, it is estimated to cost \$248,153 to maintain.

Despite challenges facing the DA’s office, its focus remains on the people we serve, and providing high quality and timely services.

### **Ensure Safe, Healthy and Secure Communities**

The DA’s Office works collaboratively with other agency partners to affect positive change by looking at and developing new, innovative programs, best practices, and technological advancements that reduce and/or prevent crime.

The Neighborhood Livability Project “NLP”. The NLP utilizes a collaborative approach to address problem houses that invite criminal activity bringing significant quality of life challenges in these neighborhoods throughout the county. Since its inception in March 2015, the NLP has successfully resolved issues negatively impacting neighborhoods on 132 vacant houses in Clackamas County. 74% or 98 of these houses are now in “closed” status which resulted in a reduction or elimination of criminal activity to the point where there is no longer negative impacts on the community. To date, 18 houses are in review status, 11 are active, 2 are new, and 3 are in priority status to be completed as soon as possible. In August 2017 the Clackamas County NLP was recognized by the National Association of Counties (NACo) by receiving the 2017 Achievement Award for “Neighborhood Livability Project” for Criminal Justice and Public Safety and has been selected as one of the 100 Brilliant Ideas at Work, as part of NACO President Bryan Desloge’s presidential initiative.

### **Supporting Families**

The Clackamas County Family Support Enforcement Office continues to be one of the top three counties for highest collection of court-ordered child support in the state. Over this past fiscal year, the Family Support Office has focused on strengthening performance in the five areas which the Federal Office of Child Support Enforcement (OCSE) awards incentive money for the effective and efficient implementation of child support programs. The focus in these areas led to an estimated increase to \$136,794 in incentive funding, an almost 5% increase over the prior year. For every dollar spent by the Unit, \$15.10 is collected for children and families. Finally, the amount of money collected for children and families in the month in which it is due increased from 80.5% to 80.7%.

This fiscal year the Family Support Office will continue to focus on the efficient and effective administration of the child support program. The goal is to increase collection of child support in the month it is due, improve cost effectiveness, and

increase incentive award funding. These goals will help ensure families are receiving the financial support children need to grow and thrive. Every dollar collected goes directly to support children and families and encourages self-sufficiency.

### **Build a Strong Infrastructure**

In 2008, the DA's office began an ambitious initiative to eliminate physical case files and manual workflow processes to relying on digital media or *electronic files* and build in workflow processes automating some functions through our case management system, PBK. We have converted many of our manual processes that occur between other agencies to an electronic process, for example – delivering discovery to defendants and/or their attorneys, receiving police reports, and evidence electronically, and laptops in court for prosecutors to access their files digitally.

In FY 2018-19 the DA's office continued its "continuous improvement" efforts, through our "File-Less Initiative", which we developed a team of its current employees who are now trained experts in fluidly responding and adapting to change without disrupting services. We now have the internal capacity to use our continuous improvement framework in all areas of the office to create value. The office will reap the value created by this framework and team for many years to come.

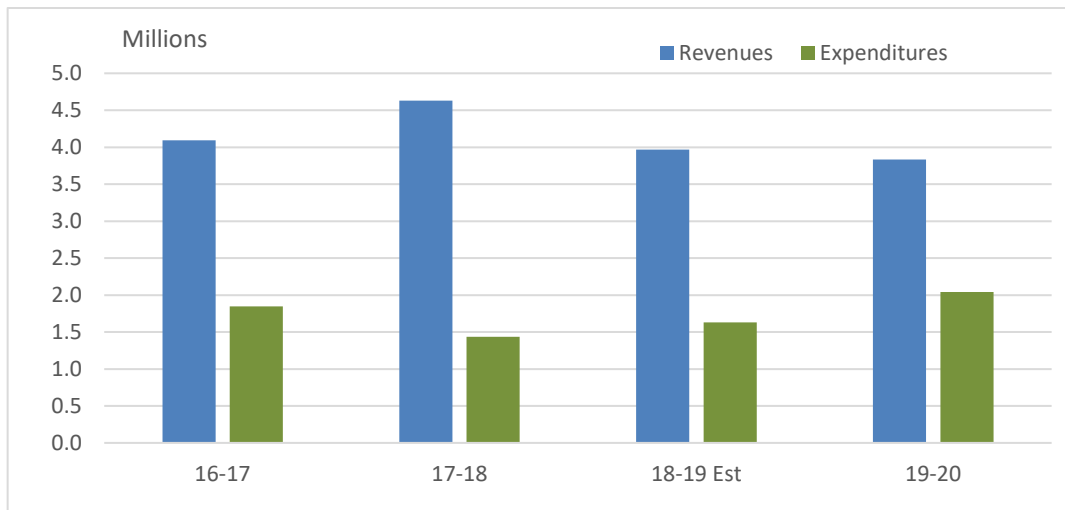
The DA's office continues to leverage as many as eight law students each year through our work study program. These students participate actively in the work of the office, obtaining valuable hands on experience while under direct supervision of a senior Deputy District Attorney whose responsible for training and directing the students learning experience through on the job training. This program benefits the office and the students by providing the office with cost effective additional legal resources to perform the legal work of the less serious cases, while giving the students the benefit of exposure to the criminal justice system, and real hands on experience prosecuting low level cases under the watchful eye of the senior DDA. The DA's office has developed excellent working relationships with the three Oregon law schools, who view our program with high regard. This Program has also served as an excellent recruiting tool when seeking to fill deputy district attorney vacancies.



**Public Protection**

**Justice Court Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 1,305,683         | 1,147,266         | 1,966,662         | 1,966,662             | 1,430,719          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Fees & Fines                              | 4,078,593         | 4,606,781         | 3,716,400         | 3,965,123             | 3,834,850          |
| Other Revenue                             | 12,732            | 23,606            | 4,600             | 4,500                 | -                  |
| <b>Subtotal Current Revenues</b>          | <b>4,091,325</b>  | <b>4,630,387</b>  | <b>3,721,000</b>  | <b>3,969,623</b>      | <b>3,834,850</b>   |
| <b>Total Resources</b>                    | <b>5,397,008</b>  | <b>5,777,653</b>  | <b>5,687,662</b>  | <b>5,936,285</b>      | <b>5,265,569</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 780,345           | 656,953           | 841,299           | 680,730               | 909,068            |
| Materials & Services                      | 491,604           | 493,876           | 736,798           | 684,848               | 807,547            |
| Allocated Costs                           | 246,380           | 273,074           | 252,485           | 252,485               | 274,314            |
| Capital Outlay                            | 327,757           | 11,995            | 11,995            | 11,995                | 48,995             |
| <b>Subtotal Current Expenditures</b>      | <b>1,846,086</b>  | <b>1,435,898</b>  | <b>1,842,577</b>  | <b>1,630,058</b>      | <b>2,039,924</b>   |
| Special Payments                          | 1,097,973         | 1,227,826         | 1,700,000         | 1,500,000             | 1,800,000          |
| Interfund Transfers                       | 1,305,683         | 1,147,266         | 1,375,508         | 1,375,508             | 700,000            |
| Contingency                               | -                 | -                 | 769,577           | -                     | 725,645            |
| Ending Fund Balance                       | 1,147,266         | 1,966,663         | -                 | 1,430,719             | -                  |
| <b>Total Requirements</b>                 | <b>5,397,008</b>  | <b>5,777,653</b>  | <b>5,687,662</b>  | <b>5,936,285</b>      | <b>5,265,569</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | <b>10.50</b>      | <b>9.50</b>       | <b>8.00</b>       | <b>8.00</b>           | <b>8.00</b>        |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The purpose of the Justice Court Fund is to increase public access to courts, help promote traffic safety, education and compliance with local laws in the public interest, and provide a local court option for the resolution of civil disputes through a civil division adjudicating Forcible Entry and Unlawful Detainer (FED) Evictions, Small Claims and related civil cases.

**Revenue Summary**

Justice Court adjudicates violations filed by 43 law enforcement agencies including the Clackamas County Sheriff, Oregon State Police, local city police departments and other agency law enforcement officers.

Pursuant to Oregon law, revenue from violations is forwarded by the Court to either the County General fund, the County Assessment fund including court facilities security, the State of Oregon, local cities or other law enforcement agencies whose officers file violation citations in Justice Court.

Justice Court's civil division receives filings of FED evictions, Small Claims and civil cases up to \$10,000; all civil revenue is forwarded by the court to the County General Fund.

For FY 2019-20, revenue is projected to total \$3,834,850. Of the total revenue, \$2,162,850 is projected violation revenue; \$172,000 is projected civil case revenue; and \$1,500,000 is projected revenue that will be forwarded to the State of Oregon, local cities or other law enforcement agencies based on the agency where the law enforcement officer is employed.

**Expenditure Summary**

For FY 2019-20, 96% of court revenue deposited by the Court in the County General Fund will be disbursed as follows:

- 1) Court operational expenditures: 17% personnel services, 15% materials and services, 5% allocated costs, 27% contingency, and 2% capital outlay.
- 2) Other agencies: 34% to the State of Oregon, local cities or other agencies.

For FY 2019-20, 4% of court revenue deposited in the County Assessment fund will be disbursed as follows:

- 1) 3% transferred per budget committee decision to use only for drug and alcohol programs and for the costs of planning, operating and maintaining county juvenile and adult corrections programs and facilities.
- 2) 1% to the court facilities security account held in trust by the County Treasurer.

**Significant Issues and Changes**

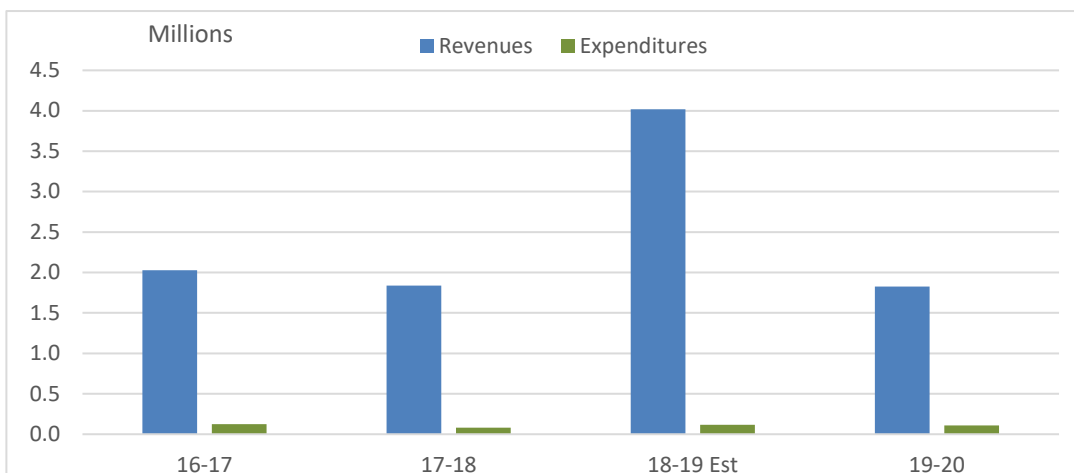
The Court has reduced staff through attrition with the development and use of advanced technology.



**Public Ways and Facilities**

**Countywide Transportation SDC Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 5,431,915         | 6,761,939         | 8,195,129         | 8,195,129             | 11,142,766         |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Licenses (Permits)                        | 1,090,234         | 1,460,492         | 1,050,000         | 1,760,000             | 1,755,000          |
| Fees & Fines                              | 11,639            | 41,460            | 17,500            | 14,500                | 14,500             |
| Other Revenue                             | 63,002            | 335,715           | 57,709            | 57,300                | 57,300             |
| Interfund Transfers                       | 862,671           | -                 | 2,186,106         | 2,186,106             | -                  |
| <b>Subtotal Current Revenues</b>          | <b>2,027,546</b>  | <b>1,837,667</b>  | <b>3,311,315</b>  | <b>4,017,906</b>      | <b>1,826,800</b>   |
| <b>Total Resources</b>                    | <b>7,459,461</b>  | <b>8,599,606</b>  | <b>11,506,444</b> | <b>12,213,035</b>     | <b>12,969,566</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Materials & Services                      | 112,744           | 57,849            | 135,500           | 87,290                | 60,526             |
| Allocated Costs                           | 13,759            | 24,883            | 24,907            | 24,907                | 37,318             |
| Capital Outlay                            | -                 | -                 | 12,950            | 3,000                 | 10,000             |
| <b>Subtotal Current Expenditures</b>      | <b>126,503</b>    | <b>82,732</b>     | <b>173,357</b>    | <b>115,197</b>        | <b>107,844</b>     |
| Special Payments                          | -                 | -                 | 46,000            | 46,000                | 1,546,000          |
| Interfund Transfers                       | 571,019           | 321,745           | 1,721,536         | 909,072               | 55,000             |
| Contingency                               | -                 | -                 | 1,638,215         | -                     | 2,339,019          |
| Reserve                                   | -                 | -                 | 7,927,336         | -                     | 8,921,703          |
| Ending Fund Balance                       | 6,761,939         | 8,195,129         |                   | 11,142,766            |                    |
| <b>Total Requirements</b>                 | <b>7,459,461</b>  | <b>8,599,606</b>  | <b>11,506,444</b> | <b>12,213,035</b>     | <b>12,969,566</b>  |
| <b>Budgeted Full-Time Equivalents</b>     | -                 | -                 | -                 | -                     | -                  |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Transportation System Development Charge (TSDC) Program was established in 1993 to construct new road facilities and to address the increased capacity needs in arterial, boulevard, connector and collector roads resulting from new development throughout the County. New and expanded development in Clackamas County will use existing excess road capacity. These developments contribute to the need for increased capacity roads and the development charge provides the developer's share of the funding for increasing the capacity of these facilities, based on the vehicle trips being generated. The TSDC equitably spreads the cost of these increased capacity road projects to new and expanded development within Clackamas County.

Historically, the county had two funds for collecting transportation system development charges. Last fiscal year, we combined these two funds and will track the revenue using unique program numbers.

- Countywide TSDCs collected in the unincorporated area are receipted into 223-7438 to track the revenue and expenses, the use of which is restricted by Oregon Revised Statute.
- With the dissolution of the Joint District on January 1, 2018, we chose to move the County's distribution of Joint Area funds into 223-7439 to be held for future county projects within the Joint District boundary.

**Revenue Summary**

Revenues for the Transportation System Development Charge Program are included in the total permit fees that are collected on site development and building permits that are issued approving development that increase vehicle trips. This can include new construction and redevelopment projects that change the use of the site.

**Expenditure Summary**

Funds are transferred as needed as eligible projects are brought from the preliminary planning and design stage through to the construction phase.

**Significant Issues & Changes**

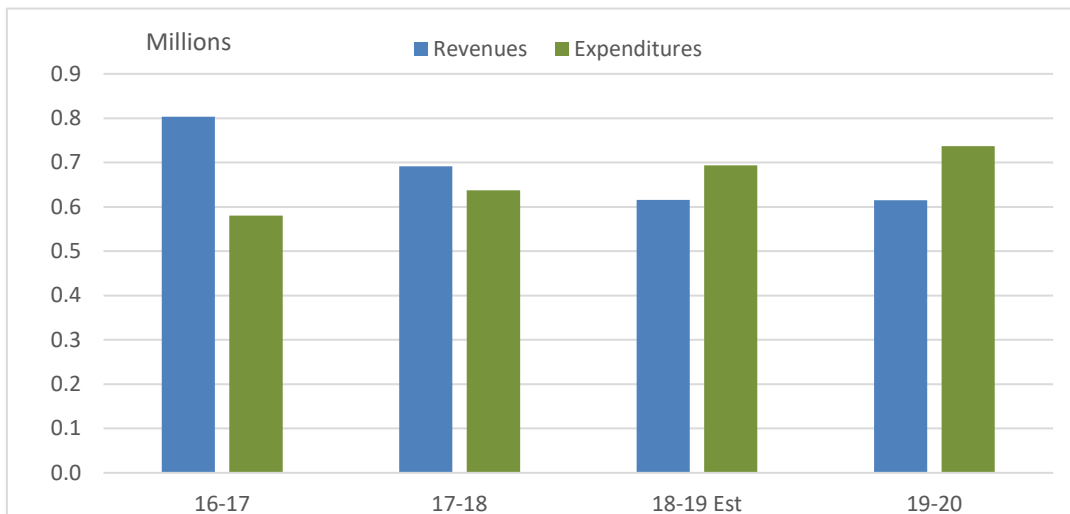
The SDC revenue requires a matching revenue source. Only a percentage of each project in the area can be funded with system development charges. The amount eligible for SDC funding is based on the additional transportation capacity needed to serve new development that will use existing excess road capacity. Before the collected TSDC revenue can be applied to an active project the county must identify the additional revenue source(s). Clackamas County staff has strived to use this revenue on eligible projects in conjunction with secured federal, state, and local funding sources as funding becomes available. Pairing these limited funding sources is the most efficient method of using SDC funding to construct needed capacity improvements in the county.



**Public Ways and Facilities**

**Public Land Corner Preservation Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 759,959           | 982,843           | 1,037,238         | 1,037,238             | 958,944            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Fees & Fines                              | 787,768           | 670,615           | 712,000           | 605,000               | 602,000            |
| Other Revenue                             | 15,459            | 20,980            | 14,000            | 10,500                | 12,750             |
| <b>Subtotal Current Revenues</b>          | <b>803,227</b>    | <b>691,595</b>    | <b>726,000</b>    | <b>615,500</b>        | <b>614,750</b>     |
| <b>Total Resources</b>                    | <b>1,563,186</b>  | <b>1,674,438</b>  | <b>1,763,238</b>  | <b>1,652,738</b>      | <b>1,573,694</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 398,085           | 478,415           | 527,468           | 527,468               | 551,963            |
| Materials & Services                      | 77,815            | 73,658            | 95,437            | 77,256                | 89,872             |
| Allocated Costs                           | 71,065            | 85,127            | 89,070            | 89,070                | 95,213             |
| Capital Outlay                            | 33,378            | -                 | 25,000            | -                     | -                  |
| <b>Subtotal Current Expenditures</b>      | <b>580,343</b>    | <b>637,200</b>    | <b>736,975</b>    | <b>693,794</b>        | <b>737,048</b>     |
| Reserve for Future Expenditures           | -                 | -                 | 735,395           | -                     | 669,924            |
| Contingency                               | -                 | -                 | 290,868           | -                     | 166,722            |
| Ending Fund Balance                       | 982,843           | 1,037,238         | -                 | 958,944               | -                  |
| <b>Total Requirements</b>                 | <b>1,563,186</b>  | <b>1,674,438</b>  | <b>1,763,238</b>  | <b>1,652,738</b>      | <b>1,573,694</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | 4.50              | 4.00              | 4.00              | 4.00                  | 4.00               |



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Public Land Corner Preservation Fund (PLCPF) was originally authorized by the Oregon Legislature in 1985 to provide a funding mechanism for the preservation and reestablishment of the Public Land Survey System (PLSS), which was originally implemented by the Federal Government in the early-1850's. Oregon Law places the responsibility for the preservation and maintenance of the PLSS with the County Surveyor.

These monuments (survey markers) comprise the basic infrastructure of all property descriptions in Clackamas County and Oregon. The PLSS monuments are used by surveyors, map makers, planners, GIS systems, local, state and federal agencies, and the public to establish the boundaries of property. This fund exists to maintain, protect and re-monument those survey markers in Clackamas County.

### Revenue Summary

The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property. The housing market shows reasonable signs of recovery with the upsurge in plat submittals.

### Expenditure Summary

The most significant expenditures are for personnel services. The very nature of the work is labor intensive and requires significant personnel time in research, field operations, re-monumentation and the preparation of reports. This activity is staffed at 4 FTE for the coming year

### Significant Issues & Changes

We continue to benefit from new technology, including electronic instruments and Global Positioning System (GPS) equipment. Our efforts to contain cost; including reliance upon the reserve and steady revenue collections will have the program at a sustainable revenue level for the upcoming year. The current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time. Therefore, the need to monitor expenses is crucial since the revenue does not keep up with inflation and current costs.

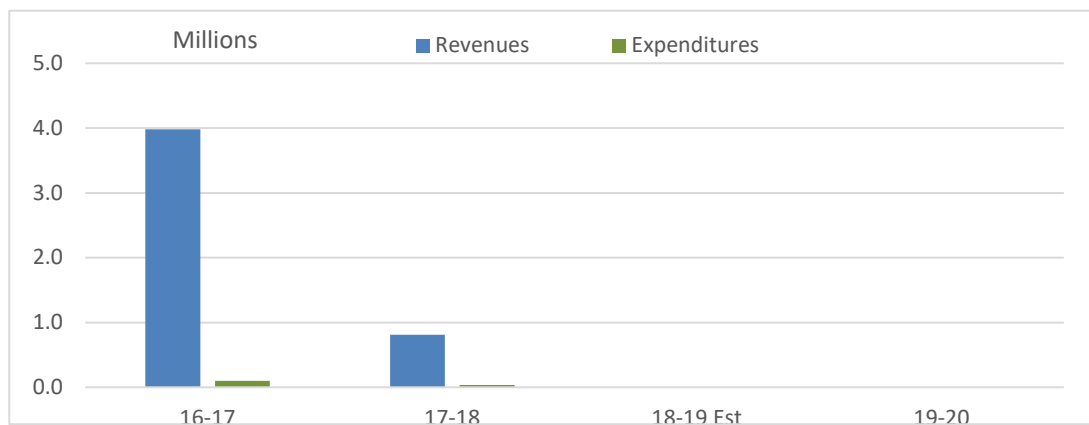




**Public Ways and Facilities**

**Clackamas Joint Transportation SDC Fund (closed)**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 6,735,684         | 5,542,425         | 1,888,401         | 1,888,401             | -                  |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Licenses & Permits                        | 3,064,173         | 749,880           | -                 | -                     | -                  |
| Local Revenue                             | -                 | -                 | -                 | -                     | -                  |
| Fees & Fines                              | 500               | -                 | -                 | -                     | -                  |
| Other Revenue                             | 915,935           | 62,117            | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | <b>3,980,608</b>  | <b>811,997</b>    | <b>-</b>          | <b>-</b>              | <b>-</b>           |
| <b>Total Resources</b>                    | <b>10,716,292</b> | <b>6,354,422</b>  | <b>1,888,401</b>  | <b>1,888,401</b>      | <b>-</b>           |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Materials & Services                      | 88,303            | 26,163            | -                 | -                     | -                  |
| Allocated Costs                           | 8,750             | 11,158            | -                 | -                     | -                  |
| <b>Subtotal Current Expenditures</b>      | <b>97,053</b>     | <b>37,321</b>     | <b>-</b>          | <b>-</b>              | <b>-</b>           |
| Debt Service                              | 4,214,143         | -                 | -                 | -                     | -                  |
| Special Payments                          | -                 | 4,428,700         | -                 | -                     | -                  |
| Interfund Transfers                       | 862,671           | -                 | 1,888,401         | 1,888,401             | -                  |
| Ending Fund Balance                       | 5,542,425         | 1,888,401         | -                 | -                     | -                  |
| <b>Total Requirements</b>                 | <b>10,716,292</b> | <b>6,354,422</b>  | <b>1,888,401</b>  | <b>1,888,401</b>      | <b>-</b>           |
| <b>Budgeted Full-Time Equivalents</b>     | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>              | <b>-</b>           |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

In 2000, the City of Happy Valley and the county estimated that the joint area would require more than \$199 million in roadway development over 20 years to make growth in Happy Valley possible. The Joint Transportation SDC program adopted a joint transportation capital improvement plan to construct and increase the capacity in arterial, boulevard, connector and collector roads resulting from new development throughout the joint area.

All joint area transportation system development charges collected by Clackamas County and the City of Happy Valley were receipted into this fund to track the expense of this revenue, the use of which is restricted by Oregon Revised Statutes.

The County and City dissolved the Joint District and per the terms of the termination of the district, the fund balance was distributed to the County and City on the same percentage basis as the funds were collected during the term of the 2007 IGA. With the dissolution of the Joint District on January 1, 2018, we chose to move the County's distribution of Joint Area funds into Fund 223 to be held for future county projects within the Joint District boundary.

**Significant Issues & Changes**

The Happy Valley Joint TSDC fund is being closed fiscal year 2018-19 and the revenue will be reserved in Fund 223 until an eligible capital project is programmed and the funds are transferred to match other eligible funding sources.

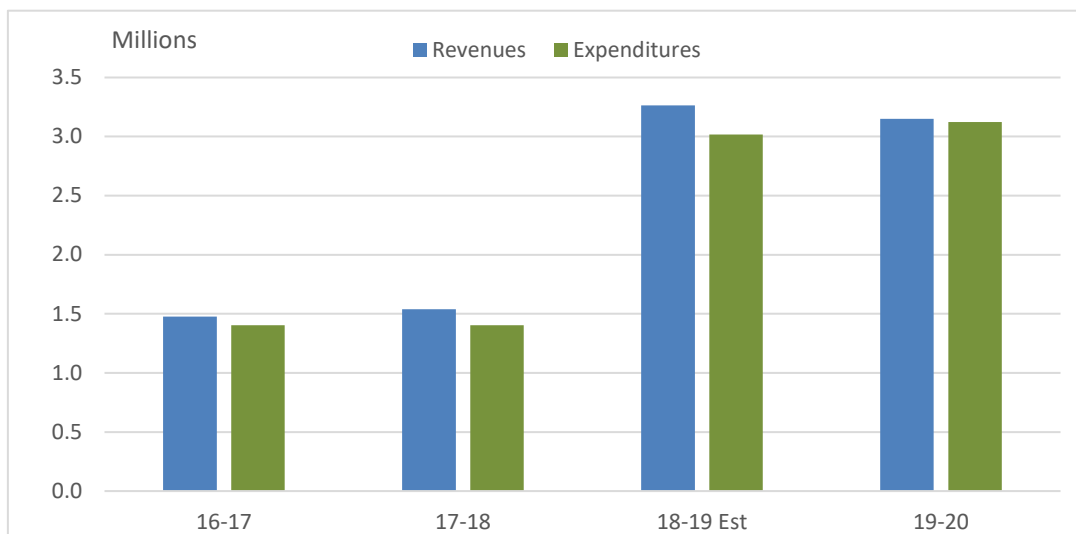


**Health and Human Services**

**Health, Housing & Human Svcs Admin Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 961,948           | 801,016           | 503,087           | 503,087               | 439,637            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| State Revenues                            | -                 | 4,700             | 224,816           | 224,816               | 32,582             |
| Fees & Fines                              | 870,845           | 906,442           | 1,115,164         | 1,219,459             | 1,262,335          |
| Other Revenue                             | 10,263            | 14,494            | -                 | 30                    | -                  |
| Interfund Transfers                       | 596,493           | 613,522           | 1,898,632         | 1,820,632             | 1,855,025          |
| <b>Subtotal Current Revenues</b>          | <b>1,477,601</b>  | <b>1,539,158</b>  | <b>3,238,612</b>  | <b>3,264,937</b>      | <b>3,149,942</b>   |
| <b>Total Resources</b>                    | <b>2,439,549</b>  | <b>2,340,174</b>  | <b>3,741,699</b>  | <b>3,768,024</b>      | <b>3,589,579</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 972,215           | 1,042,616         | 1,354,605         | 1,265,068             | 1,601,700          |
| Materials & Services                      | 346,886           | 277,789           | 1,988,145         | 1,664,370             | 1,420,513          |
| Allocated Costs                           | 85,546            | 82,921            | 88,591            | 88,591                | 100,856            |
| <b>Subtotal Current Expenditures</b>      | <b>1,404,647</b>  | <b>1,403,326</b>  | <b>3,431,341</b>  | <b>3,018,029</b>      | <b>3,123,069</b>   |
| Interfund Transfers                       | 233,886           | 433,761           | 310,358           | 310,358               | 466,510            |
| Ending Fund Balance                       | 801,016           | 503,087           |                   | 439,637               |                    |
| <b>Total Requirements</b>                 | <b>2,439,549</b>  | <b>2,340,174</b>  | <b>3,741,699</b>  | <b>3,768,024</b>      | <b>3,589,579</b>   |

|                                      |      |      |      |      |      |
|--------------------------------------|------|------|------|------|------|
| <b>Budgeted Full-Time Equivalent</b> | 8.00 | 8.00 | 9.00 | 9.00 | 9.00 |
|--------------------------------------|------|------|------|------|------|



**Current Operating Revenues vs. Expenditures**



### Description of Fund

Health, Housing & Human Services (H3S) Administration provides leadership, coordination, guidance, support, and oversight to programming and services for individuals, families, and communities in Clackamas County. Departmental divisions include: Behavioral Health, Public Health, Health Centers, Social Services, Housing and Community Development, and Children, Family and Community Connections.

### Revenue Summary

The central administrative functions of the Department of Health, Housing & Human Services continue to be funded by division indirect revenue and the County General Fund.

### Expenditure Summary

The office of H3S Administration consists of 9 FTE: the Department Director, Deputy Director, Senior Administrative Services Manager, a Suicide Prevention Coordinator, four Policy, Performance and Research Analysts (three Senior-level), and a Management Analyst. In addition, H3S contracts with Public & Governmental Affairs (PGA) for the services of 1.5 FTE Communications Officers to assist with communications needs.

Materials and services and cost allocations expenditures total \$1,521,369 and account for 53 percent of the 2019-20 budget. Personnel services at 45 percent of the budget is the next most significant expenditure category at \$1,601,700. Fund balance is used to provide support to divisions for one-time programs as well as H3S initiatives. The Administrative office continues to control costs while maintaining the highest level of effectiveness.

### Significant Issues & Changes

The department continues to experience ongoing challenges to funding. Decisions made at state and federal levels continue to have a critical impact on many divisional budgets. The department closely monitors sources and expenditures at all levels. The Department Administration coordinates and manages all H3S divisions to utilize funds efficiently, to assure the greatest delivery of services with current resources and aggressively seek new funding opportunities that are not dependent on the County General Fund.

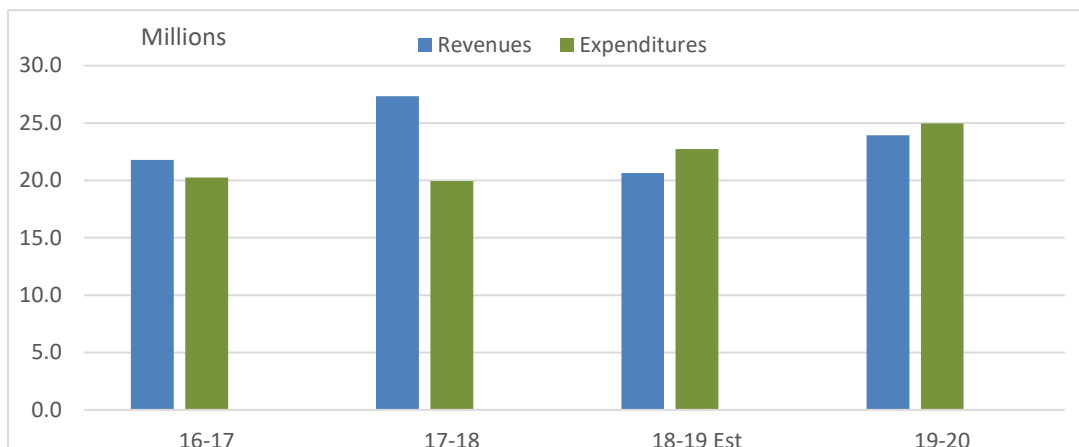
In the 2018-2019 Budget, the Board of County Commissioners allocated \$1.2 million to address the affordable housing crisis in our community. Through a competitive Request for Proposal process, these funds were awarded for the following activities: 1) Planning, 2) Supported Housing, 3) Housing Development, 4) Countywide Houseless Services, 5) Veteran Housing Services, 6) Public Housing Resident Services, and 7) Maintenance and utility payments for the Vets Village.



**Health and Human Services**

**Behavioral Health Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 1,950,379         | 2,761,378         | 8,487,225         | 8,487,225             | 5,822,877          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue                        | 1,974,644         | 3,578,739         | -                 | -                     | -                  |
| Federal Revenues                          | 668,140           | 1,452,838         | 1,612,646         | 508,133               | 1,703,017          |
| State Revenue                             | 16,782,279        | 19,549,206        | 19,228,826        | 18,172,915            | 19,918,809         |
| Local Revenue                             | 339,719           | 24,117            | 265,000           | -                     | -                  |
| Other Revenue                             | 1,032,872         | 1,767,082         | 1,246,267         | 997,736               | 1,382,240          |
| Interfund Transfers                       | 998,389           | 974,482           | 954,437           | 954,437               | 933,679            |
| <b>Subtotal Current Revenues</b>          | <b>21,796,043</b> | <b>27,346,464</b> | <b>23,307,176</b> | <b>20,633,221</b>     | <b>23,937,745</b>  |
| <b>Total Resources</b>                    | <b>23,746,422</b> | <b>30,107,842</b> | <b>31,794,401</b> | <b>29,120,446</b>     | <b>29,760,622</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 7,416,164         | 7,865,810         | 9,838,022         | 8,441,794             | 10,320,077         |
| Materials & Services                      | 11,286,925        | 10,066,525        | 15,527,314        | 12,611,589            | 12,310,845         |
| Allocated Costs                           | 1,536,597         | 2,027,828         | 2,043,832         | 1,687,319             | 2,331,225          |
| <b>Subtotal Current Expenditures</b>      | <b>20,239,686</b> | <b>19,960,163</b> | <b>27,409,168</b> | <b>22,740,702</b>     | <b>24,962,147</b>  |
| Special Payments                          | 745,357           | 1,660,454         | 792,485           | 556,867               | 649,948            |
| Interfund Transfer                        | -                 | -                 | -                 | -                     | 5,923              |
| Contingency                               | -                 | -                 | 3,592,748         | -                     | 4,142,604          |
| Ending Fund Balance                       | 2,761,379         | 8,487,225         |                   | 5,822,877             |                    |
| <b>Total Requirements</b>                 | <b>23,746,422</b> | <b>30,107,842</b> | <b>31,794,401</b> | <b>29,120,446</b>     | <b>29,760,622</b>  |
| <b>Budgeted Full-Time Equivalent</b>      | <b>75.79</b>      | <b>77.04</b>      | <b>80.54</b>      | <b>80.54</b>          | <b>80.54</b>       |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Clackamas County Behavioral Health Division (BHD) provides leadership and administration of the community behavioral health program. This program oversees mental health and substance use (addiction) services for individuals who are uninsured and under-insured, and provides the functions of the local mental health authority, such as the crisis and safety net system, involuntary commitment, abuse investigations and psychiatric services review board monitoring.

The division is responsible for developing and managing a delivery system of providers through sub-contractual relationships; authorization of services; quality assurance and performance improvement; utilization management; fiscal management; and contract compliance functions including the development of a wide variety of reports and data submissions to the state. The division provides care management for at-risk, high-utilizing and high-cost children and adults. It is responsible to monitor delegated activities and sub-contractor performance through a quality and compliance management process. The division contracts with Health Share of Oregon, a regional Coordinated Care Organization, to manage mental health and substance use benefits for Oregon Health Plan (OHP) enrollees in Clackamas County -- a role for which the division is ideally suited.

**Revenue Summary**

The division is funded through its contracts with Health Share of Oregon and the State of Oregon, and is paid on a per-member, per-month basis (capitation) for Medicaid services. Capitation rates are an actuarially developed set of adjusted per capita costs to reimburse managed care plans for providing covered services. The division also receives state general funds to serve the uninsured and provide crisis and safety net services. These funds are primarily allocated to the county on a population basis.

**Expenditure Summary**

The majority of funds are budgeted in two areas: subcontracted professional services, including inpatient hospital, specialty mental health, culturally specific services, outpatient treatment services; and crisis and safety net services including the county's crisis walk-in clinic, jail diversion and public safety collaboration, peer services, prevention and care management.

**Significant Issues & Changes**

We are coming to a close with our 17-19 Biennium agreement with the State of Oregon for those services that are the requirement of the Community Mental Health program (CMHP). Significant focus has been placed on supports and services that address the Oregon Performance Plan (OPP), which is a legal settlement between the Oregon Health Authority and the Department of Justice. Particular focus has been placed on 24-7 Mobile Crisis. For Clackamas, there has been an increase funding through our CMHP agreement to meet this requirement. The division currently utilizes the Behavioral Health Unit, which is embedded in the Sheriff's Office, and is a team of five clinicians that rotate through a seven-day-per-week on-call schedule to respond to after-hour crises that occur in the community. This requirement includes responding to the community crisis within one hour of a request.

On the Medicaid (Oregon Health Plan) side of the business, much of 2018 was spent on a successful transition of approximately 24,000 newly covered people in Clackamas County. In late December 2017, Family Care Inc., which is the other Coordinated Care Organizations (CCO) in the Tri-County, announced it would be closing its Medicaid business. As a result, on Feb. 1, 2018, the county received an additional 24,000 OHP members increasing the number of people enrolled in Health Share of Oregon-Clackamas to approximately 62,000. While this increased revenue overall, it also increased expenditure as we added 60 new behavioral health providers to the tri-county Behavioral Health network. Many of these providers are small practices or solo practitioners and had not had any oversight to their spending so increased oversight to ensure access and quality occurred throughout 2018.

On February 8<sup>th</sup>, 2019, the Health Share of Oregon board and founding partners, of which Clackamas County is a founding partner and board member, voted to submit one application for CCO 2.0 in the tri-county regional (Clackamas, Multnomah and Washington). While this is great news as it retains just one CCO in the region, part of the vote included

changes to the structure of Health Share and those partners. Currently, the Behavioral Health Division holds a contractual relationship with Health Share as a Risk Accepting Entity (RAE) and we receive a Per Member per Month capitation payment to manage the behavioral health benefit, as noted in the previous paragraph. Beginning January 2020, Clackamas Behavioral Health Division will no longer function in that capacity. Instead, we will receive dedicated funding from Health Share for crisis behavioral health services. In addition, we will enter into risk sharing agreements with CareOregon for care coordination and other activities we currently perform. There is a likely reduction in staffing, mostly related to activities of compliance and utilization management but many of these details and agreements will be worked through as part of the application process, which is due to the State of Oregon on April 22<sup>nd</sup>, 2019.



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**CLACKAMAS**  
C O U N T Y



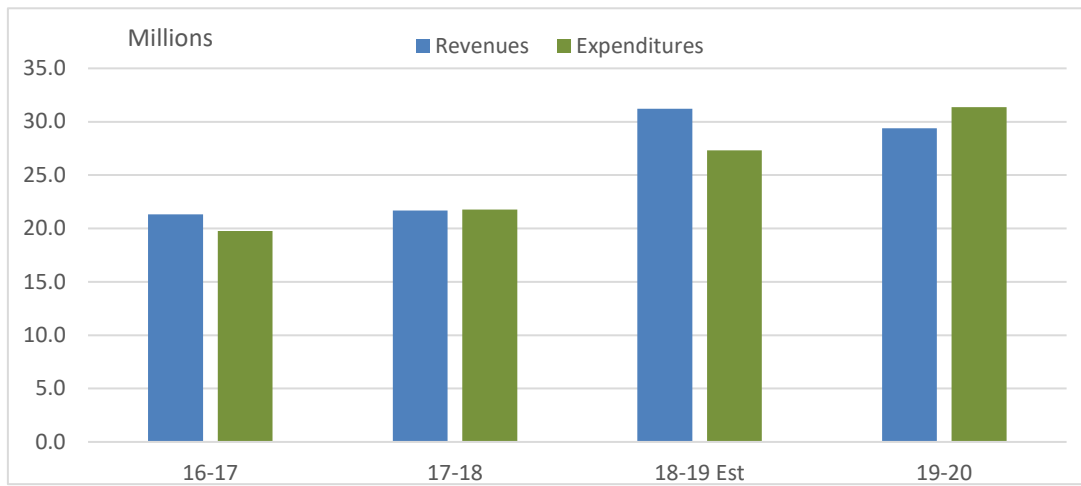


**Health and Human Services**

**Social Services Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 2,419,058         | 3,085,047         | 2,063,543         | 2,063,543             | 4,987,978          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue (Dedicated)            | 60,117            | 54,248            | -                 | 2,114                 | -                  |
| Federal Revenue                           | 4,736,504         | 5,054,310         | 6,682,369         | 5,561,044             | 6,453,305          |
| State Revenue                             | 10,891,532        | 10,354,152        | 19,658,875        | 18,748,125            | 15,699,789         |
| Local Revenue                             | 563,001           | 467,617           | 601,156           | 508,298               | 513,925            |
| Fees & Fines                              | 2,211,775         | 2,649,679         | 3,306,247         | 3,147,798             | 3,217,907          |
| Other Revenue                             | 68,514            | 190,814           | 190,600           | 187,292               | 135,000            |
| Interfund Transfers                       | 2,783,124         | 2,906,852         | 3,300,485         | 3,055,485             | 3,357,598          |
| <b>Subtotal Current Revenues</b>          | <b>21,314,567</b> | <b>21,677,672</b> | <b>33,739,732</b> | <b>31,210,156</b>     | <b>29,377,524</b>  |
| <b>Total Resources</b>                    | <b>23,733,625</b> | <b>24,762,719</b> | <b>35,803,275</b> | <b>33,273,699</b>     | <b>34,365,502</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 8,915,810         | 9,896,168         | 13,822,299        | 11,944,288            | 14,667,981         |
| Materials & Services                      | 7,976,184         | 8,834,110         | 13,790,699        | 11,634,985            | 11,743,410         |
| Allocated Costs                           | 2,844,226         | 3,050,564         | 3,854,762         | 3,673,831             | 3,827,252          |
| Capital Outlay                            | 31,058            | -                 | 634,000           | 54,460                | 1,132,700          |
| <b>Subtotal Current Expenditures</b>      | <b>19,767,278</b> | <b>21,780,842</b> | <b>32,101,760</b> | <b>27,307,564</b>     | <b>31,371,343</b>  |
| Special Payments                          | 881,301           | 918,334           | 1,227,141         | 978,157               | 995,842            |
| Interfund Transfer                        | -                 | -                 | -                 | -                     | 11,103             |
| Ending Fund Balance                       | 3,085,046         | 2,063,543         |                   | 4,987,978             | -                  |
| <b>Total Requirements</b>                 | <b>23,733,625</b> | <b>24,762,719</b> | <b>35,803,275</b> | <b>33,273,699</b>     | <b>34,365,502</b>  |

|                                       |        |        |        |        |        |
|---------------------------------------|--------|--------|--------|--------|--------|
| <b>Budgeted Full-Time Equivalents</b> | 101.55 | 116.30 | 132.30 | 132.30 | 132.96 |
|---------------------------------------|--------|--------|--------|--------|--------|



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The mission of Clackamas County Social Services is to provide quality services and meaningful opportunities for veterans, the elderly, people with disabilities, and low-income residents of Clackamas County.

With community participation and the efforts of the boards, staff and volunteers, the division strives toward the goal of creating a comprehensive system that meets immediate service needs while encouraging as much self-help and independence as possible. We recognize the importance of planning and coordinating with other agencies and organizations and of developing new program approaches to meet identified needs. Finally, we realize the vital role of advocacy. System-wide advocacy, on the local, state and federal levels, helps to ensure a broad focus on the important issues affecting the populations we are committed to serve.

To achieve our mission, we combine four agencies in partnership: the Community Action Agency (CAA), which works to alleviate the causes and conditions of poverty; the Area Agency on Aging, (AAA), which works with older adults and persons with disabilities to maintain their independence; the County Veterans Services Office (CVSO), which works with veterans and their families to access benefits; and the Developmental Disabilities Program (DD), which works with individuals of all ages who have a developmental disability. The Volunteer Connection is the fifth component of our array of services and provides opportunities for county residents to give back to their community and increase personal well-being through volunteer service. Our partnerships reach out into the community, as well, where we have contracts, vendor agreements and letters of agreement with 115 organizations.

### Revenue Summary

The 2019-2020 budget contains 82 funding sources. The primary sources of revenue are federal, state, and local grants, which comprise 73.43 percent of the total resources for the division. General Fund contributions constitute 10.40 percent of the total resources for the division and are used primarily to cover the indirect and allocated costs of some of the smaller programs. The remaining 16.17 percent comes from fund balance and match.

### Expenditure Summary

**Administration, Advocacy Program Coordination and Development Services** (18.49 percent of the total budget) contains resources for staffing and resident advocacy aimed at fulfilling the division's overall mission. This includes the work of the Area Agency on Aging Advisory Council, the Community Action Board, the Developmental Disability Council, and the Veterans Advisory Council. This is also the program responsible for partnerships, grant writing, Performance Clackamas, and the development of new services.

**Community Contracts** (13.77 percent of the budget) represents community partnerships where we contract with public, private sector and non-profit agencies in order to provide services, such as transportation, nutrition, housing and winter warming centers.

**Basic Services** (10.95 percent of the budget) is the program where CAA funds are administered directly on behalf of agency clients, including utility assistance and rent assistance.

**Special Projects** (10.30 percent of the budget) includes temporary, short-term or multi-year projects for CAA and AAA respectively.

**Information and Assistance** (14.52 percent of the budget) includes the CVSO, the Information and Referral Program, Housing and Self Sufficiency Case Management, the Energy Assistance Program, the Fair Housing Program and Rent Well. Services are provided directly and through referrals to more than 500 local and regional agencies and services.

**Volunteer Connection** (4.69 percent of the budget) includes the Retired Senior Volunteer Program (RSVP), the Senior

Companion Program, Transportation Reaching People Program, the Family Caregiver Support Program, the Money Management Program and the Senior Health Insurance Benefits Assistance (SHIBA) Program. Nearly 250 volunteers help support these programs, which work in collaboration with over 103 community-based organizations.

**Elderly and Disability Services** (27.28 percent of the budget) provides case management and in-home care through the Oregon Project Independence Program and a variety of services under the Aging and Disability Resource Connection, including Options Counseling and the Gatekeeper Program. This section also includes case management, protective services and other programs for eligible individuals with developmental disabilities through the DD program.

### Significant Issues & Changes

Overall, the 2019-20 budget totals \$34,365,502 and provides for 132.96 regular FTE. This compares to last year's amended budget of \$35,803,275 and 132.30 amended FTE. The increase in FTE is primarily due to an increase in funding for the Developmental Disability Program, which added 7.36 new position during the 18/19 fiscal year in order to keep up with the increasing number of individuals requesting service. The 19/20 budget request includes three new positions; one in the Administrative Unit for the Mt. Hood Express Transit Coordinator, one in the OPI unit, and an additional 1.36 FTE for the DD program. The employment of two staff members who were hired in FY 18-19 on a limited term basis to operate a rapid re-housing program for homeless families, funded with one-time state funds, will not continue past the end of FY 18-19.

The Developmental Disabilities program continues to meet the required number of contacts with clients, meaning that all available funds are received. This is an impressive achievement considering the large number of new clients deemed eligible each month and the continued struggle to fill all open positions. As newly created positions with higher classifications are added to the program, most have been filled with current employees. This results in strong promotional paths and creates additional vacancies.

In FY 2018-19, the Developmental Disabilities program implemented a new customer satisfaction survey that is increasing the program's ability to assess program participant satisfaction, one of the program's Performance Clackamas goals. In the first two quarters of this year, 90% of survey respondents reported that they feel they have control and choice over their lives.

The housing crisis in Clackamas County is real, and the demand for services far outpaces availability. The Social Services Housing programs are operating at capacity, serving more than 600 households and 1,047 people in FY 2017-18. An additional 1,172 households are awaiting services. Those served are achieving positive outcomes, with more than 84% of participants exiting our permanent supportive housing, rapid rehousing and transitional housing programs retaining their housing 6 months post program completion. The budget committee's approval of the Affordable Housing and Services Fund will help the county serve even more homeless residents with flexible, effective services and supports.

Clackamas County accredited Veterans Service Officers expedite access to needed benefits and increase the positive outcome of benefit claims, appeals and application for veterans. In FY 2017/18 the office filed 814 claims. The measure tracking the dollar amount of new claims is reported on a two year lag to allow as many claims as possible to move through the long initial review and, if needed, appeal process. This lag provides a more accurate outcome of the office's work. As of August 2018, the amount of benefits generated from claims submitted during FY 2016-17 was more than \$11 million. This is a significant, ongoing amount that will continue to benefit veterans and the local economy each year. Clackamas County provides significant financial support to the Veterans Office. Those investments result in an \$18.09 return for every \$1 of county investment.

The Volunteer Connection Program provides vital services to the residents of Clackamas County through a dynamic collaboration between paid staff, volunteers and community partners. The program offers meaningful volunteer opportunities that increase the county's capacity to provide independent living supports to older adults and persons with disabilities, increasing or maintaining their livelihood and independence. This program benefits both the residents who are seeking meaningful ways to contribute to the health of their community and to the residents who are in need of the multiple services the program provides. Recruiting new volunteers to ensure that the current programs can continue to operate is one of the key issues facing the Volunteer Connection. Most of the volunteer opportunities offered by the Volunteer Connection require significant training and time commitment. As older volunteers age out of volunteer service, identifying replacements continues to be a challenge.



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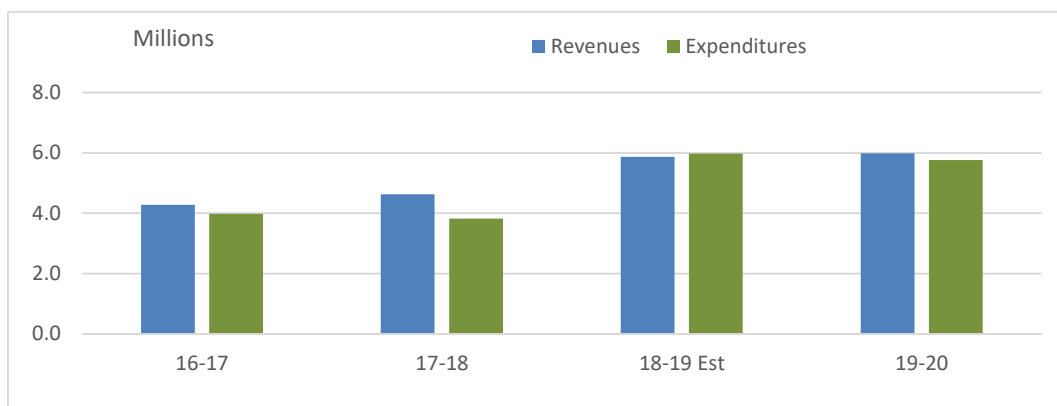
**CLACKAMAS**  
C O U N T Y



**Economic Development**

**Community Development Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 583,189           | 644,913           | 1,171,010         | 1,171,010             | 665,039            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue (Dedicated)            | 62,844            | 677,506           | -                 | -                     | -                  |
| Federal Revenue                           | 3,304,550         | 2,696,701         | 4,554,126         | 3,787,686             | 4,508,538          |
| Local Revenue                             | 127,044           | 206,139           | 700,000           | 563,974               | 700,000            |
| Fees & Fines                              | 209,552           | 272,096           | 185,000           | 150,000               | 110,000            |
| Other Revenue                             |                   |                   |                   |                       |                    |
| Loan Proceeds, Inter & Penalty            | 424,392           | 720,210           | 475,000           | 1,293,859             | 619,351            |
| Miscellaneous Revenue                     | 186               | 3,876             | -                 | -                     | -                  |
| Interfund Transfers                       | 148,801           | 49,640            | 77,905            | 77,905                | 48,279             |
| <b>Subtotal Current Revenues</b>          | <b>4,277,369</b>  | <b>4,626,168</b>  | <b>5,992,031</b>  | <b>5,873,424</b>      | <b>5,986,168</b>   |
| <b>Total Resources</b>                    | <b>4,860,558</b>  | <b>5,271,081</b>  | <b>7,163,041</b>  | <b>7,044,434</b>      | <b>6,651,207</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 1,077,849         | 1,151,240         | 1,199,138         | 1,197,781             | 1,312,694          |
| Materials & Services                      | 2,710,618         | 2,445,431         | 4,650,355         | 4,411,505             | 4,101,034          |
| Allocated Costs                           | 177,692           | 224,867           | 265,109           | 265,109               | 254,040            |
| Capital Outlay                            | 18,719            | -                 | 100,000           | 100,000               | 100,000            |
| <b>Subtotal Current Expenditures</b>      | <b>3,984,878</b>  | <b>3,821,538</b>  | <b>6,214,602</b>  | <b>5,974,395</b>      | <b>5,767,768</b>   |
| Special Payments                          | 230,766           | 277,501           | 465,000           | 405,000               | 400,000            |
| Debt Service                              | -                 | 1,031             | -                 | -                     | -                  |
| Contingency                               | -                 | -                 | 483,439           | -                     | 483,439            |
| Ending Fund Balance                       | 644,914           | 1,171,011         |                   | 665,039               |                    |
| <b>Total Requirements</b>                 | <b>4,860,558</b>  | <b>5,271,081</b>  | <b>7,163,041</b>  | <b>7,044,434</b>      | <b>6,651,207</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | <b>9.53</b>       | <b>9.53</b>       | <b>9.53</b>       | <b>9.53</b>           | <b>9.53</b>        |



**Current Operating Revenues vs. Expenditures**

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**Description of Fund**

The purpose of the Community Development Division (CDD) is to provide decent affordable housing to low and moderate-income people, and to improve the living environment of communities throughout Clackamas County. Utilizing funds primarily from the U.S. Department of Housing and Urban Development (HUD), CDD undertakes a variety of affordable housing, housing rehabilitation, neighborhood improvement, community facility, public works, public services and historic preservation projects. CDD has three general functions: Grant Planning and Administration, Housing Development and Rehabilitation, and Community Development Projects.

*Administration* provides overall planning and administration of the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and HOME Investment Partnerships Program (HOME), Continuum of Care (CoC) programs and the Homeless Management and Information System (HMIS).

The *Housing Development and Rehabilitation* program offers a variety of deferred payment loans to low and moderate-income homeowners and home-buyers. It provides housing resources for the development of low and moderate-income affordable rental housing, and special needs housing. It also provides Tenant Based Rental Assistance to homeless families participating in the Home Base Program.

The *Community Development Projects* function is responsible for planning, implementing, and managing all CDBG funded public improvement projects, historic preservation and public service programs.

**Revenue Summary**

Total Fund Balance is budgeted at \$665,039 for 2019-20. These are internally dedicated funds which come from a variety of local, non-federal sources. Fund Balance falls into two categories: \$483,439 in Restricted Loan Reserves— Funds set aside to cover any HOME loan repayments to HUD; and \$181,600 in Assigned Local Funds – Funds used to cover local match requirements and small improvement projects that are ineligible or unsuitable for CDBG funds. The Division's two main sources of revenue are the federal CDBG and HOME programs. The U.S. Department of Housing and Urban Development allocates these funds directly to Clackamas County. CDBG funds can be used for a variety of home repair activities, neighborhood improvement, improvements to public facilities, public services and historic preservation activities. HOME funds are used for housing rehabilitation, assisting first-time homebuyers, developing new affordable housing projects for low and moderate-income people, and providing homelessness prevention through Tenant Based Rental Assistance.

Based on recent events the amount of funds available to the CDBG, HOME and ESG programs is expected to remain flat. However, this year's budget show a decrease. This is due to a number of issues: 1) the Federal government was very late in approving the 2018-19 budget. When it was approved the HOME program was reduced by 5%. This is reflected in the current budget; 2) last year's budget included \$486,439 of fund balance from the prior year. This was one time funding which came from the closeout of the Neighborhood Stabilization Program (NSP). The remaining NSP balance was program income which was converted to CDBG funds and immediately budgeted for projects.

The Continuum of Care (CoC) is a HUD required community planning process that involves the submittal of a detailed application that is compiled from the accomplishments of 18 separately funded activities. This is a highly competitive grant and is primarily used to renew funding that is dedicated to providing housing and services to homeless families and individuals. Through this year's application Clackamas County expects to receive \$2,701,875. This is a about a 12% increase over last year's award. CDD is responsible for administering the CoC application and ensuring compliance with HUD reporting requirement through the maintenance of the Homeless Management Information System (HMIS). From this award CDD will \$70,591 for CoC Planning and Administration, and \$70,862 for HMIS administration. The remaining funds go directly to the CoC funded agencies.

**Expenditure Summary**

The largest expenditure within this fund is for contracted services at \$2,031,495. This primarily represents payments to construction contractors for various capital and infrastructure improvement projects throughout the County. Grant-funded loan programs for the construction of affordable housing at \$900,000 and housing rehabilitation programs at \$350,000 also

represent sizeable expenditures. The affordable housing budget is down about 8% from the 2017-18 budget. This is a combination of a reduction in the federal HOME allocation and the amount of fund requested for projects in our construction pipeline. Any unexpended funds are carried over into the new program year and are available for new development projects.

The ESG Program is anticipating an allocation of \$190,000 which is flat funding compared to last year. 60% of these funds will be used to fund the operation of the 4 homeless shelters in the County. The remaining funds will be used to continue expanding a local Rapid Re-Housing program and to fund the Homeless Management Information System which is a HUD requirement for receipt of Continuum of Care funds

### **Significant Issues & Changes**

The most significant issue continues to be the national debate and uncertainty surrounding CDBG and HOME funding levels. While we were encouraged by the 2017-18 budget which increased both CDBG and HOME funding, the 2018-19 federal budget reduced the HOME program by 7% while maintaining a flat budget for CDBG. The current CDBG and HOME program allocation amounts are close to the 2010 funding levels. Since the budget authority reflected in last year's federal budget was for a 2 year period we are optimistic that the funding will remain at this level for 2019-2020.

As the County looks at programs and initiatives to increase the number of affordable housing units in our community and address the years of deferred maintenance to our roads and infrastructure, we continue to struggle with finding the local resources to fill the growing funding gaps. These gaps are created when the conventional funding resources which include grants, loans and Private Activity Bonds are not enough to construct the necessary improvements. Developers and local jurisdictions look to the County for assistance to fill these gaps. Over the next five years a significant portion of the housing gap will be filled from funds included in the Metro Affordable Housing Bond. Unfortunately these funds can only be used within that portion of the County included in the Metro boundary. While this does impact about 70% of the County's population it is unavailable for the construction of new affordable housing in the rural portions of the County. This is the area where our lowest income communities are located. County HOME funds will remain the primary source of local gap financing for the development of affordable housing, and CDBG funds provide gap funding for street and neighborhood improvements. The County's ability to address its growing housing and infrastructure needs are directly related to the level of our HUD funding.



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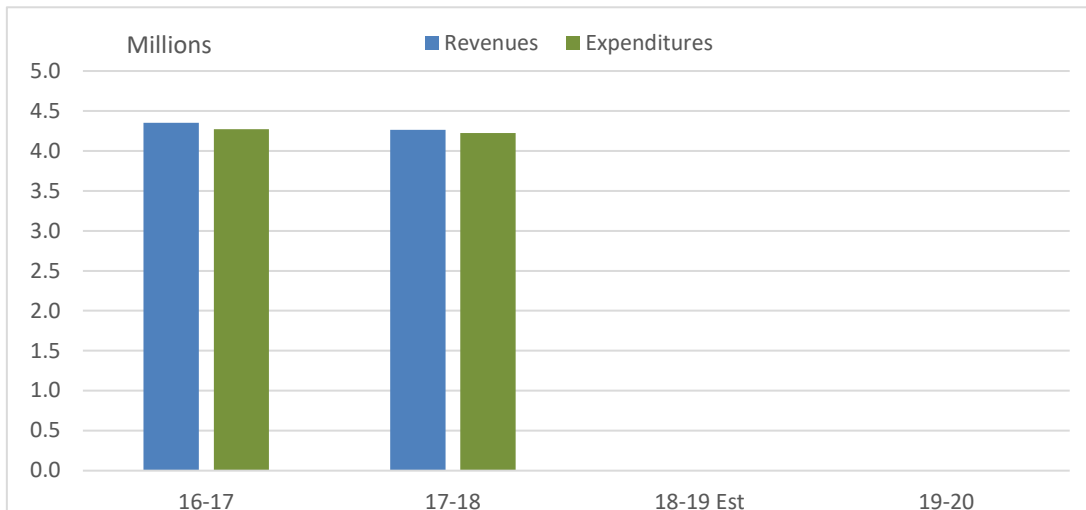




**Economic Development**

**Community Solutions Fund (closed)**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 535,579           | 618,136           | 657,665           | 657,665               | -                  |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue (Dedicated)            | 448               | -                 | -                 | -                     | -                  |
| Federal Revenue                           | 498,504           | 524,141           | -                 | -                     | -                  |
| State Revenue                             | 2,268,371         | 2,272,755         | -                 | -                     | -                  |
| Local Revenue                             | 163,196           | 122,164           | -                 | -                     | -                  |
| Fees & Fines                              | 448,390           | 314,466           | -                 | -                     | -                  |
| Other Revenue                             | 8,268             | 1,242             | -                 | -                     | -                  |
| Interfund Transfers                       | 966,077           | 1,029,946         | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | <b>4,353,254</b>  | <b>4,264,714</b>  | <b>-</b>          | <b>-</b>              | <b>-</b>           |
| <b>Total Resources</b>                    | <b>4,888,833</b>  | <b>4,882,850</b>  | <b>657,665</b>    | <b>657,665</b>        | <b>-</b>           |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 2,207,349         | 2,278,629         | -                 | -                     | -                  |
| Materials & Services                      | 1,583,114         | 1,528,842         | -                 | -                     | -                  |
| Allocated Costs                           | 480,234           | 417,714           | -                 | -                     | -                  |
| Capital Outlay                            | -                 | -                 | -                 | -                     | -                  |
| <b>Subtotal Current Expenditures</b>      | <b>4,270,697</b>  | <b>4,225,185</b>  | <b>-</b>          | <b>-</b>              | <b>-</b>           |
| Interfund Transfer                        | -                 | -                 | 657,665           | 657,665               | -                  |
| Ending Fund Balance                       | 618,136           | 657,665           | -                 | -                     | -                  |
| <b>Total Requirements</b>                 | <b>4,888,833</b>  | <b>4,882,850</b>  | <b>657,665</b>    | <b>657,665</b>        | <b>-</b>           |
| <b>Budgeted Full-Time Equivalents</b>     | <b>31.50</b>      | <b>30.00</b>      | <b>-</b>          | <b>-</b>              | <b>-</b>           |



**Current Operating Revenues vs. Expenditures**



**Significant Issues & Changes**

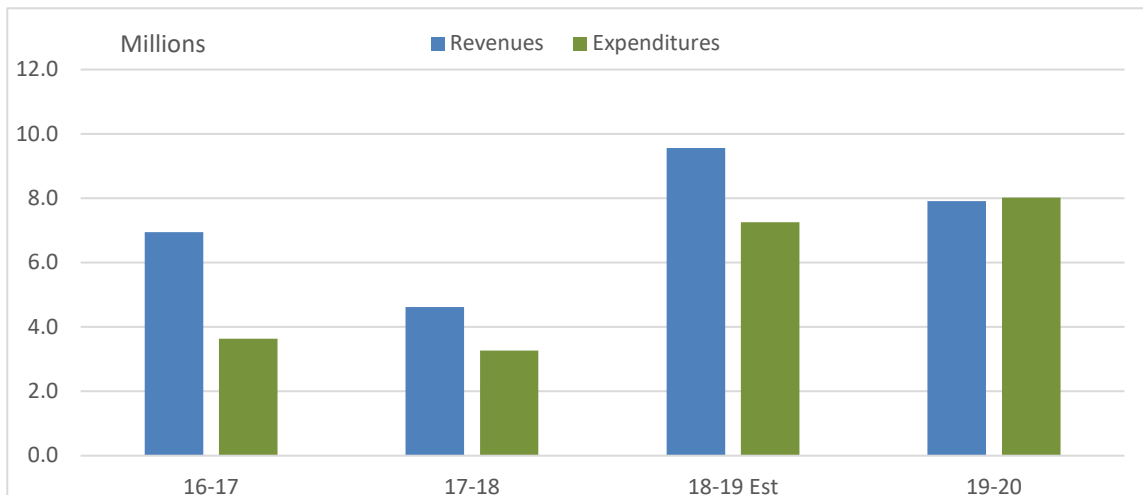
With the retirement of the Community Solutions Director, it was decided by the H3S Department Director to merge the Community Solutions Fund 245 into the Children, Youth and Families Fund 246 to create one consolidated division. All the current programs from Fund 245 will be budgeted into Fund 246 starting July 1<sup>st</sup>, 2018. Carry forward fund balance from Fund 245 will be posted to Fund 245 during FY18-19 and then transfer over to Fund 246 during the year, thus keeping a documented budget trail of the consolidation of the two Funds . As of the end of FY18-19, Fund 245 will be fully dissolved and no longer an active fund.



Health and Human Services

**Children, Family and Community Connections Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 143,414           | 959,231           | 917,076           | 917,076               | 1,450,881          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue (Dedicated)            | 601,830           | 215,025           | -                 | 313,893               | -                  |
| Federal Revenue                           | 523,267           | 617,692           | 893,181           | 801,869               | 1,064,525          |
| State Revenue                             | 4,003,891         | 1,944,385         | 4,906,393         | 4,333,570             | 3,656,850          |
| Local Revenue                             | 95,000            | 90,492            | 243,000           | 276,741               | 176,940            |
| Fees & Fines                              | 409,159           | 199,713           | 694,610           | 437,776               | 336,000            |
| Other Revenue                             | 1,788             | 8,541             | 570               | 217                   | -                  |
| Interfund Transfers                       | 1,314,461         | 1,547,599         | 3,403,093         | 3,403,093             | 2,675,533          |
| <b>Subtotal Current Revenues</b>          | <b>6,949,396</b>  | <b>4,623,447</b>  | <b>10,140,847</b> | <b>9,567,159</b>      | <b>7,909,848</b>   |
| <b>Total Resources</b>                    | <b>7,092,810</b>  | <b>5,582,678</b>  | <b>11,057,923</b> | <b>10,484,235</b>     | <b>9,360,729</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 986,700           | 1,008,124         | 4,064,621         | 3,215,781             | 4,121,191          |
| Materials & Services                      | 2,475,970         | 1,951,124         | 4,504,657         | 3,409,454             | 3,214,077          |
| Allocated Costs                           | 172,178           | 305,798           | 629,106           | 630,278               | 686,958            |
| <b>Subtotal Current Expenditures</b>      | <b>3,634,848</b>  | <b>3,265,046</b>  | <b>9,198,384</b>  | <b>7,255,513</b>      | <b>8,022,226</b>   |
| Special Payments                          | 2,498,730         | 1,400,556         | 1,859,539         | 1,777,841             | 1,332,213          |
| Interfund Transfer                        | -                 | -                 | -                 | -                     | 6,290              |
| Ending Fund Balance                       | 959,232           | 917,076           |                   | 1,450,881             |                    |
| <b>Total Requirements</b>                 | <b>7,092,810</b>  | <b>5,582,678</b>  | <b>11,057,923</b> | <b>10,484,235</b>     | <b>9,360,729</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | <b>8.75</b>       | <b>9.60</b>       | <b>36.60</b>      | <b>36.60</b>          | <b>36.60</b>       |



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Children, Family & Community Connections Division (CFCC) fund is a blend of private, County, State and Federal grant funding sources, strategically invested to ensure that the highest-barrier residents experience safe, stable home environments and achieve academic progress. The Division's key mode of operation is through collaborative efforts to:

- 1) Provide equitable prevention, early intervention and service coordination services to children, families and individuals farthest away from achievement
- 2) Provide customized employment projects for Clackamas County, Community Corrections, Clackamas County Community Development and Oregon Department of Human Services' clients. These programs are targeted at increasing the employability and wage potential of individuals with significant barriers to employment.
- 3) Provide year-round weatherization services to low-income renters and homeowners living in Clackamas County. Priority is given to citizens 60 years of age or older, persons with disabilities and families with children six years of age and younger.

### Revenue Summary

**40.36% (\$3,656,850)** of the CFCC budget results from state agency agreements. Key funding agencies include: Oregon Housing and Community Service (ECHO, SHOW), Oregon Department of Human Services (JOBS, SNAP), Oregon Department of Education (Early Education, Youth Development) and Oregon Health Authority.

**11.75% (\$1,064,525)** of the CFCC budget is derived from Federal funds. Key funding agencies include: Office of Juvenile Justice and Delinquency Prevention, Department of Energy, Department of Health & Human Services and Bonneville Power Administration.

County General fund dollars equal **27.90% (\$2,612,533)** of the total budget and are used to support priority county-driven initiatives and services, with the remainder used to fund overall operations cost of the division.

The remaining **22.37% (\$2,026,821)** of the FY 2019-20 budget is generated from a mixture of Fund Balance plus Interfund Transfers and a variety of other local sources. These include funding from: Local Partners such as: Oregon Community Foundation, Health Share, Northwest Natural Gas, Citizen Donations; and County Partners such as: Clackamas County Community Development, Clackamas County Behavioral Health, Clackamas County Community Corrections and Clackamas County Social Services.

### Expenditure Summary

The majority of the funds are contracted to non-profits or contractors for direct services, programs, and projects that align with the county's goal of *Ensuring Safe, Healthy and Secure Communities* while specifically addressing the *Managing for Results* goals related to Increasing Self-sufficiency, Increasing Family Stability, Increasing Academic Success, Decreasing Child Abuse, Decreasing Domestic Violence, Decreasing Energy Costs and Reducing Alcohol and Substance Abuse.

#### **Workforce-Org 6321**

**24.06% (\$2,252,681)** of the budget is invested in Clackamas County residents with significant barriers to employment. Customized workforce services are provided to veterans and residents involved with the Oregon State Department of Human Services- Children, Adults and Families Division; Community Corrections; and H3S clients.

#### **Weatherization-Org 6322**

**23.06% (\$2,159,011)** of the budget is used to provide energy education, dwelling assessment and energy efficiency services to lower-income county residents so they can experience decreased energy costs and increased comfort, health and safety in their homes.

### **Prevention/Intervention-Org 1139**

**52.88% (\$4.179.504)** of the budget is directed towards community service contracts and community involvement initiatives with equity as a major goal. These funds are invested strategically to engage the participation of local agencies, businesses, community groups and schools to serve the needs of the most vulnerable children and families in the county. Primary populations include low-income, high-risk of child abuse or family violence, at-risk of school drop-out or drug/alcohol misuse.

Key functions include:

**Strategic Planning & Implementation.** These funds are used to perform work in the following five areas:

- Assessment (data collection to define problems, identify resources and readiness to address needs and gaps);
- Capacity (mobilization and/or building capacity among county partners to address needs);
- Planning (facilitating advisory groups to develop a comprehensive strategic approach that results in a logical, data-driven plan to address problems identified in assessment);
- Implementation (through sub-contracts, implement evidence-based prevention strategies, programs, policies and practices, education and home safety improvements);
- Evaluation of System Contracts (measuring the impact of the Division and the implementation of strategies, programs, policies and practices) and;

**Administrative.** Services include: Accounts payable/receivable, procurement, grants management, event planning, website management, personnel and grant writing;

**Direct Services.** Workforce client case coordination, Home Inspections, Client Education/Training, Collective Impact facilitation.

**Key stakeholder advisory groups** staffed by CFCC: Leaders for Equity, Diversity and Inclusion Council, Local Public Safety Coordinating Council, Family Violence Coordinating Council, Early Learning Hub, Clackamas County Drug & Alcohol Prevention Coalition and Positive Youth Development Collective.

### Significant Issues & Changes

#### **Merger**

- With the merger of divisions, savings has been realized with the elimination of one Division director. Future savings are expected once the division becomes co-located;

#### **Funding Trends**

##### State Biennial Funding

- State funding for the Early Learning Hub services is expected to be level in the next biennium. There will still be reductions in services due to increase in cost of living at provider level;
- State funding received through competitive bid for adolescents ends June 30, 2019. If new funds are not won, seven school-based programs will cease to exist;
- State funding for Workforce services are expected to decrease resulting in decreased services to DHS clients

##### Federal Funding

- Federal funding for Healthy Home/Energy Efficiency expected to be level in the next biennium;
- Federal Opioid funding expected to be level for next four years.



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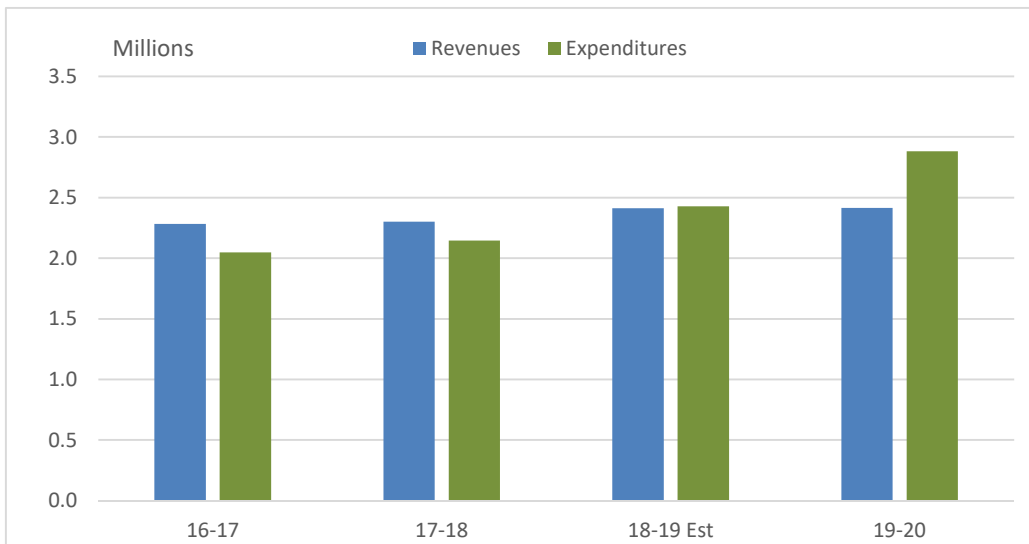
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**Health and Human Services**

**Dog Services Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 603,948           | 838,633           | 994,352           | 994,352               | 979,041            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Licenses                                  | 676,880           | 619,533           | 592,000           | 580,000               | 560,000            |
| Fees & Fines                              | 82,055            | 81,875            | 63,000            | 66,000                | 66,000             |
| Other Revenue                             | 32,124            | 28,451            | 38,000            | 34,250                | 34,700             |
| Interfund Transfers                       | 1,492,324         | 1,572,264         | 1,732,506         | 1,732,506             | 1,752,611          |
| <b>Subtotal Current Revenues</b>          | <b>2,283,383</b>  | <b>2,302,123</b>  | <b>2,425,506</b>  | <b>2,412,756</b>      | <b>2,413,311</b>   |
|   | <b>2,887,331</b>  | <b>3,140,756</b>  | <b>3,419,858</b>  | <b>3,407,108</b>      | <b>3,392,352</b>   |
| <b>Total Resources</b>                    |                   |                   |                   |                       |                    |
| <b>Reg Current Expenditures</b>           |                   |                   |                   |                       |                    |
| Personnel Services                        | 1,228,012         | 1,396,724         | 1,880,743         | 1,634,114             | 2,016,837          |
| Materials & Services                      | 459,024           | 343,588           | 394,448           | 381,048               | 385,637            |
| Allocated Costs                           | 350,471           | 404,884           | 412,905           | 412,905               | 480,268            |
| Capital Outlay                            | 11,190            | 1,209             | 60,000            | -                     | -                  |
| <b>Subtotal Current Expenditures</b>      | <b>2,048,697</b>  | <b>2,146,405</b>  | <b>2,748,096</b>  | <b>2,428,067</b>      | <b>2,882,742</b>   |
| Reserve for Future Expenditures           | -                 | -                 | 419,823           | -                     | 281,079            |
| Contingency                               | -                 | -                 | 251,939           | -                     | 228,531            |
| Ending Fund Balance                       | 838,634           | 994,351           | -                 | 979,041               | -                  |
| <b>Total Requirements</b>                 | <b>2,887,331</b>  | <b>3,140,756</b>  | <b>3,419,858</b>  | <b>3,407,108</b>      | <b>3,392,352</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | 18.30             | 20.30             | 20.30             | 20.30                 | 20.30              |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Dog Services fund provides the resources to enforce applicable state statutes and County ordinances dealing with the licensing, control and shelter of dogs. Clackamas County Dog Services continues to provide protection to our community from dangerous dogs and to support the community's pets and their owners with education about responsible pet ownership.

**Revenue Summary**

The fund's largest source of revenue is General Fund. The second largest source of revenue is the sale of dog licenses; it is estimated that the County currently licenses approximately 25 - 30% of its dog population according to national statistics.

**Expenditure Summary**

Dog Services relies heavily on volunteers because the Animal Adoption & Education Center requires staffing 365 days a year. These valuable assets continue to be a very important part of the program.

**Significant Issues and Changes**

Currently, some of the Dog Services initiatives include:

- Dog Services procured a new software program (Chameleon) which is improving efficiencies and helping the program meet increasing licensing goals.
  - Chameleon has provided a mechanism for automated online licensing and we estimate that at least 5,000 licenses will be renewed online through the new system each year.
  - The software also comes with data entry support; we are taking advantage of this service and hope to send more than 6,000 forms through their system for entry into the Chameleon system.
- A program launched in late 2012 in conjunction with Clackamas County veterinarians provides timely and up-to-date rabies vaccination information. This information enables Dog Services staff to contact dog owners about licensing.
- The Clackamas Dogs Foundation was founded in 2012. This Foundation is a non-profit 501c(3) that enables access to many private foundations and granting sources that are not accessible to a government agency and provides new fundraising opportunities.
- The Regional Animals in Emergency Plan is an education program that assists County citizens with animal disaster preparedness by coordinating the response from Clackamas County, Multnomah County, Washington County, Columbia County, City of Portland and Clark County, Washington, and has caused the formation of a MAC-G (Multi-Agency Coordinating Group – Animals), which is also represented on the Regional Disaster Preparedness Organization (RDPO). These partnerships provide access to multiple disciplines for response to emergencies within Clackamas County and the region.
- Events and venues for community-based education and adoption purposes.
  - Low-cost vaccination clinics in various locations within the county help ensure the health of dogs and cats.
  - Pet adoption days and micro-chipping events provide incentive programs for licensing.

Staff will continue to seek opportunities to expand community relations programming, including school presentations and other partnering opportunities, while participating in a wide variety of events and venues for community-based education and adoptions.

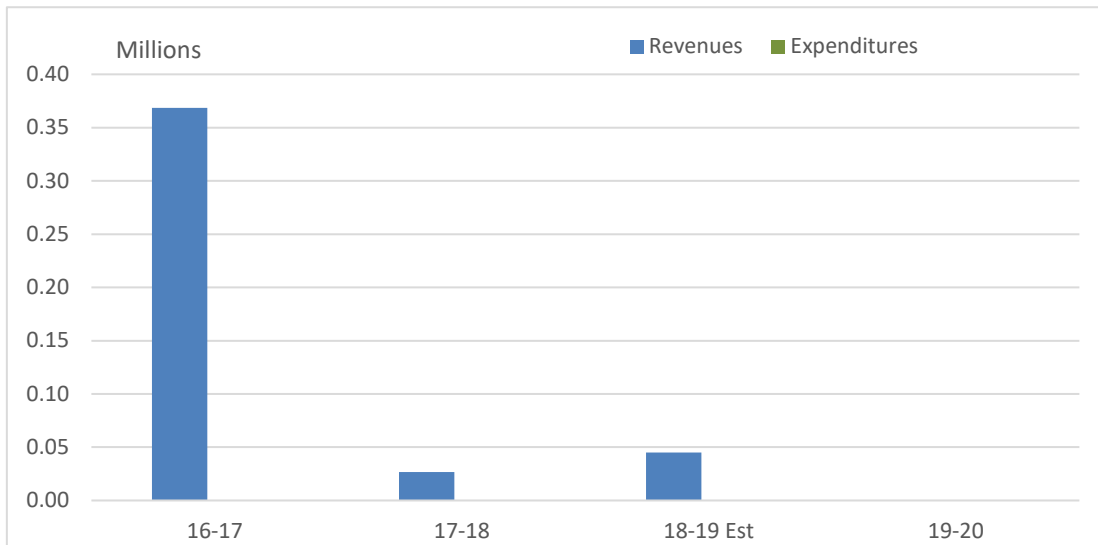




**Not Allocated to Organizational Unit**

**Employer Contribution Reserve Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 2,316,716         | 2,685,280         | 2,712,044         | 2,712,044             | 2,757,044          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Other Revenue                             | 18,564            | 26,764            | -                 | 45,000                | -                  |
| Interfund Transfers                       | 350,000           | -                 | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | 368,564           | 26,764            | -                 | 45,000                | -                  |
| <b>Total Resources</b>                    | <b>2,685,280</b>  | <b>2,712,044</b>  | <b>2,712,044</b>  | <b>2,757,044</b>      | <b>2,757,044</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Materials & Services                      | -                 | -                 | -                 | -                     | -                  |
| <b>Subtotal Current Expenditures</b>      | -                 | -                 | -                 | -                     | -                  |
| Interfund Transfers                       | -                 | -                 | -                 | -                     | 2,757,044          |
| Contingency                               | -                 | -                 | 2,712,044         | -                     | -                  |
| Ending Fund Balance                       | 2,685,280         | 2,712,044         |                   | 2,757,044             |                    |
| <b>Total Requirements</b>                 | <b>2,685,280</b>  | <b>2,712,044</b>  | <b>2,712,044</b>  | <b>2,757,044</b>      | <b>2,757,044</b>   |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

This fund was established to hold monies to be used to help offset increases in County contributions to the Public Employees Retirement System (PERS).

**Revenue Summary**

Initial funding was provided by proceeds from the demutualization of two insurance providers, a refund of reserves held by Blue Cross and interest earnings. Interfund transfers from the General Fund of \$0.8 million in 2005-06, \$2.3 million in 2010-11 and \$0.35 million in 2016-17 complete the revenue history.

**Expenditure Summary**

An interfund Transfer to the General Fund will be done to close this fund.

**Significant Issues & Changes**

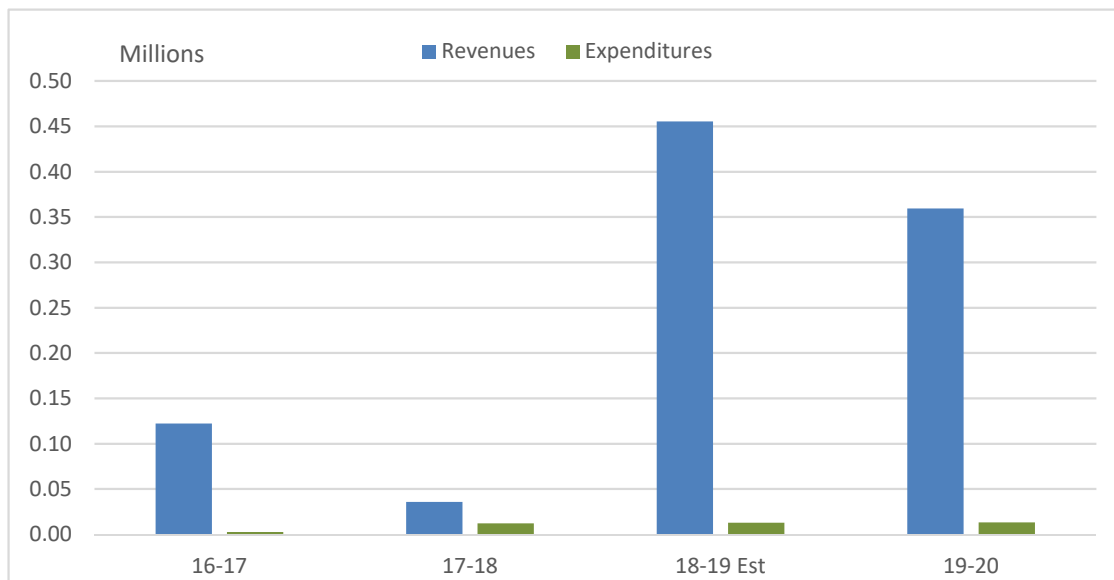
This fund is closing at the end of fiscal year 2019-20



**Not Allocated to Organizational Unit**

**County Safety Net Legislation Local Proj Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 2,636             | -                 | -                 | -                     | -                  |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue (Dedicated)            | 119,193           | 32,760            | 378,292           | 283,013               | 359,431            |
| Federal Revenue                           | -                 | -                 | -                 | 172,115               | -                  |
| Other Revenue                             | 2,923             | 2,916             | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | <b>122,116</b>    | <b>35,676</b>     | <b>378,292</b>    | <b>455,128</b>        | <b>359,431</b>     |
| <b>Total Resources</b>                    | <b>124,752</b>    | <b>35,676</b>     | <b>378,292</b>    | <b>455,128</b>        | <b>359,431</b>     |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Allocated Costs                           | 2,700             | 12,110            | 12,824            | 12,824                | 13,174             |
| <b>Subtotal Current Expenditures</b>      | <b>2,700</b>      | <b>12,110</b>     | <b>12,824</b>     | <b>12,824</b>         | <b>13,174</b>      |
| Special Payments                          | 122,052           | 23,567            | 365,468           | 82,873                | 346,257            |
| Ending Fund Balance                       | -                 | -                 | -                 | 359,431               | -                  |
| <b>Total Requirements</b>                 | <b>124,752</b>    | <b>35,677</b>     | <b>378,292</b>    | <b>455,128</b>        | <b>359,431</b>     |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

Congress passed the “Secure Rural Schools and Community Self-Determination Act of 2000” commonly referred to as the County Safety-Net legislation. Pursuant to this legislation, the Clackamas County Board of Commissioners allocates a portion of the funds for allowable local projects each year. This fund was created to account for those local projects and activities. Permissible uses of project funds include the following:

1. Search, rescue and emergency services on federal lands.
2. Staffing of community service work performed on federal lands.
3. Easement purchases (access or conservation).
4. Forest related after-school educational opportunities.
5. Fire prevention and county wildlife planning.
6. Funds matching for Urban/Community Forestry programs under the Cooperative Forestry Assistance Act of 1978.

**Revenue Summary**

The revenue for this fund consists of fund balance carried forward from the prior year plus any new receipts and interest earned.

**Expenditure Summary**

Project proposals are evaluated and awarded through a competitive bidding process.

**Significant Issues & Changes**

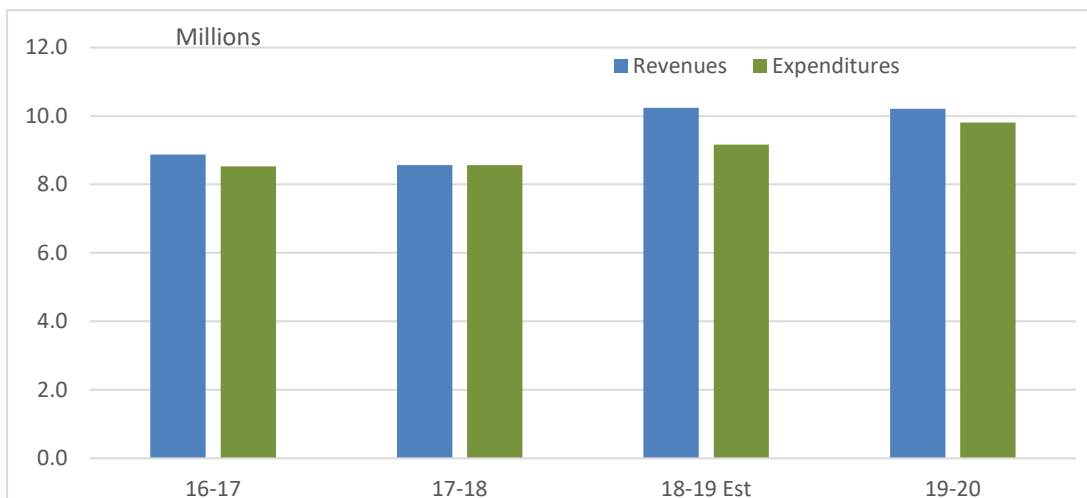
None



**Health and Human Services**

**Public Health Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 683,757           | 466,322           | 67,834            | 67,834                | 640,830            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue (Dedicated)            | -                 | -                 | 438,980           | 468,208               | 25,868             |
| Federal Revenue                           | 1,883,504         | 1,544,738         | 1,655,595         | 1,629,190             | 1,648,978          |
| State Revenue                             | 1,477,840         | 1,281,203         | 1,798,900         | 1,872,899             | 1,489,138          |
| Local Revenue                             | 101,616           | 377,355           | 514,008           | 508,684               | 838,491            |
| Licenses                                  | 1,020,013         | 1,091,717         | 1,109,927         | 1,077,730             | 1,382,742          |
| Fees & Fines                              | 2,349,751         | 2,133,457         | 2,593,146         | 2,495,709             | 2,059,625          |
| Other Revenue                             | 28,576            | 32,142            | 123,633           | 42,804                | 56,500             |
| Interfund Transfers                       | 2,011,932         | 2,105,163         | 2,268,696         | 2,141,696             | 2,708,765          |
| <b>Subtotal Current Revenues</b>          | <b>8,873,232</b>  | <b>8,565,775</b>  | <b>10,502,885</b> | <b>10,236,920</b>     | <b>10,210,107</b>  |
| <b>Total Resources</b>                    | <b>9,556,989</b>  | <b>9,032,097</b>  | <b>10,570,719</b> | <b>10,304,754</b>     | <b>10,850,937</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 5,134,703         | 5,354,091         | 5,815,279         | 5,496,595             | 6,669,024          |
| Materials & Services                      | 2,157,439         | 1,750,064         | 2,406,718         | 1,981,627             | 1,794,238          |
| Allocated Costs                           | 1,235,212         | 1,456,847         | 1,784,630         | 1,689,745             | 1,347,502          |
| <b>Subtotal Current Expenditures</b>      | <b>8,527,354</b>  | <b>8,561,002</b>  | <b>10,006,627</b> | <b>9,167,967</b>      | <b>9,810,764</b>   |
| Special Payments                          | 563,314           | 403,261           | 548,893           | 470,089               | 501,657            |
| Contingency                               | -                 | -                 | 15,199            | -                     | 538,516            |
| Ending Fund Balance                       | 466,321           | 67,834            | -                 | 666,698               |                    |
| <b>Total Requirements</b>                 | <b>9,556,989</b>  | <b>9,032,097</b>  | <b>10,570,719</b> | <b>10,304,754</b>     | <b>10,850,937</b>  |
| <b>Budgeted Full-Time Equivalents</b>     | <b>54.30</b>      | <b>56.05</b>      | <b>56.05</b>      | <b>56.05</b>          | <b>54.05</b>       |



**Current Operating Revenues vs. Expenditures**



### Description of Fund

Clackamas County Public Health Division is designated as the local public health authority for Clackamas County and is a division within the Department of Health, Housing and Human Services (H3S).

The purpose of the Public Health Division is to provide environmental health inspections and licenses, policy and assessment, access to care, infectious disease control, and education services to residents and businesses so they can prevent, respond, and take action to ensure healthy, clean, and safe places. The division also manages the vital records for all births and deaths reported within Clackamas County.

The Public Health Division became a nationally accredited local public health division in 2014. The national accreditation program is a rigorous, peer-review assessment that ensures that local public health providers meet or exceed a specific set of quality standards and measures. Clackamas County was the fourth county in Oregon to be nationally accredited and one of the first 50 accredited county public health providers in the United States. There are now 256 accredited local public health providers in the country. Reaccreditation preparations are underway and due in FY 2019-2020.

Public health in Oregon is changing. The main catalyst for this change is Oregon House Bill 3100 -- Public Health Modernization. This legislation updated state statutes related to governmental public health responsibilities across Oregon. The first phase of funding, which was provided in the 2017-2019 biennium, focused on improving infrastructure related to health equity and infectious disease surveillance and response.

### Revenue Summary

Revenue sources for Public Health include federal, state, and local grants, which account for 37 percent of the budget (\$4.0 million). The next largest revenue sources include fees, fines, licenses, and charges for services, including patient fees and vital statistics certification fees (\$3.6 million). The remainder of the division revenue is composed of County General Fund (\$2.2 million) and a \$750,359 fund balance from prior years.

### Expenditure Summary

The total Public Health budget is \$10.9 million dollars. Personnel service costs account for 61 percent, or \$6.6 million, of total budgeted expenditures, funding 54 FTE. Materials and services account for 21 percent, or \$2.3 million, of budget expenditures. Indirect and cost allocation charges account for 12 percent, or \$1.3 million, of budgeted expenditures.

### Significant Issues & Changes

An effective public health system influences the quality and length of life by investing in and focusing on the systems, policies, health communication strategies and programs that reduce the prevalence of preventable diseases — diseases which place significant financial burdens on our healthcare system and individual/family socioeconomics. Clackamas County Public Health Division needs to be prepared to prevent, react and respond to known and unknown public health threats and disease outbreaks such as Measles, Tuberculosis, Sexually Transmitted Infections, along with natural, man-made disasters, and other public health incidents, as the population continues to grow.

Key Accomplishments of the Public Health Division in the previous and current fiscal years include:

- Clackamas County established a Board of Health
- Blueprint for a Healthy Clackamas County was adopted by the Board of Health. The Blueprint had multisector partner input and Public health awarded \$216,000 in grants to community partners to support implementation of the Blueprint goals
- Tobacco Retail Licensing, an enforcement mechanism to reduce youth access to tobacco. Staff presented the concept to 11 city councils, five Chambers of Commerce, and several school and community stakeholders. Six

cities have supported tobacco retail licensing with resolutions or letters of support. Public Health staff had four policy sessions with the Board of Health. Retailer engagement is underway.

- Partnership with Department of Transportation and Development – formalized a shared position to coordinate health impact studies of transportation and housing projects.
- Emergency Medical Services:
  - Five-year extension of County’s ambulance services contract
  - Created the first Emergency Medical Services strategic plan with partner agencies
  - Provided funding to create Project Hope a nationally recognized innovative navigation program for opioid treatment by community paramedics

Decreasing state and federal funding, increasing demand for assurance and enforcement activities, ongoing emerging disease threat response, and increasing county allocated costs impact Public Health’s bottom line and the capacity to sustain services. Additionally, statutory direction to modernize public health requires building new infrastructure, systems and partnerships, and workforce development.



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**CLACKAMAS**  
C O U N T Y

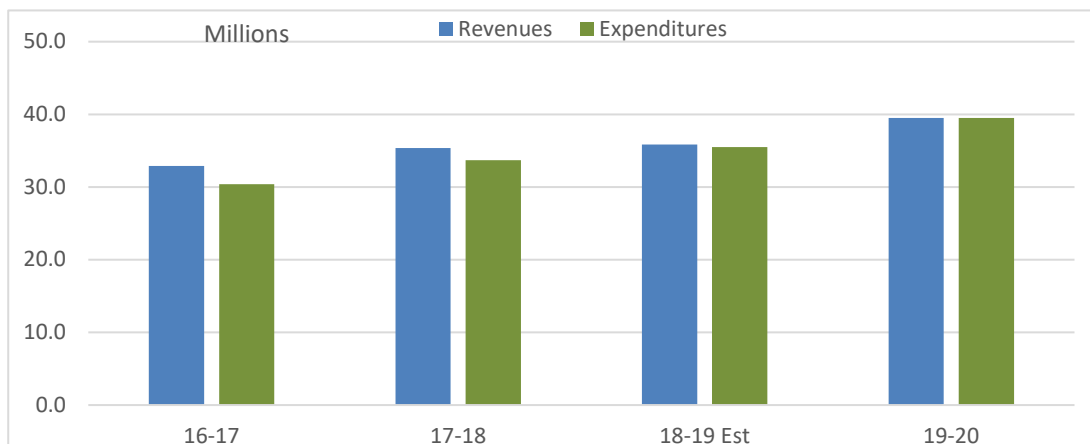




Health and Human Services

Clackamas Health Centers Fund

| Resources and Requirements by Fund    | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---------------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>          |                   |                   |                   |                       |                    |
| Beginning Fund Balance                | 12,946,562        | 14,933,862        | 16,641,926        | 16,641,927            | 16,962,059         |
| <b>Current Revenues</b>               |                   |                   |                   |                       |                    |
| Federal Revenue                       | 3,096,839         | 2,547,875         | 2,809,028         | 3,204,271             | 2,599,865          |
| State Revenue                         | 1,191,362         | 1,750,665         | 1,364,102         | 1,712,458             | 367,474            |
| Local Revenue                         | 1,483,898         | 935,340           | 200,046           | 621,711               | -                  |
| Fees & Fines                          | 26,470,620        | 29,412,088        | 32,080,942        | 29,554,429            | 35,779,956         |
| Other Revenue                         | 123,438           | 190,973           | 29,140            | 172,080               | 187,895            |
| Interfund Transfers                   | 522,976           | 543,188           | 567,643           | 567,643               | 587,523            |
| <b>Subtotal Current Revenues</b>      | <b>32,889,133</b> | <b>35,380,129</b> | <b>37,050,901</b> | <b>35,832,592</b>     | <b>39,522,713</b>  |
| <b>Total Resources</b>                | <b>45,835,695</b> | <b>50,313,991</b> | <b>53,692,827</b> | <b>52,474,519</b>     | <b>56,484,772</b>  |
| <b>Requirements by Category</b>       |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>           |                   |                   |                   |                       |                    |
| Personnel Services                    | 22,698,605        | 24,185,957        | 29,420,388        | 27,175,665            | 31,649,320         |
| Materials & Services                  | 4,821,720         | 6,148,668         | 4,261,041         | 5,006,030             | 4,055,182          |
| Allocated Costs                       | 2,829,851         | 3,174,206         | 3,369,472         | 3,330,764             | 3,788,670          |
| Capital Outlay                        | 46,945            | 163,233           | -                 | -                     | -                  |
| <b>Subtotal Current Expenditures</b>  | <b>30,397,121</b> | <b>33,672,064</b> | <b>37,050,901</b> | <b>35,512,459</b>     | <b>39,493,172</b>  |
| Special Payments                      | 504,713           | -                 | -                 | -                     | -                  |
| Interfund Transfer                    | -                 | -                 | -                 | -                     | 29,541             |
| Reserves                              | -                 | -                 | 8,795,657         | -                     | 9,666,103          |
| Contingency                           | -                 | -                 | 7,846,269         | -                     | 7,295,956          |
| Ending Fund Balance                   | 14,933,861        | 16,641,927        | -                 | 16,962,060            | -                  |
| <b>Total Requirements</b>             | <b>45,835,695</b> | <b>50,313,991</b> | <b>53,692,827</b> | <b>52,474,519</b>     | <b>56,484,772</b>  |
| <b>Budgeted Full-Time Equivalents</b> | <b>221.94</b>     | <b>223.74</b>     | <b>240.39</b>     | <b>240.39</b>         | <b>236.84</b>      |



Current Operating Revenues vs. Expenditures



**Description of Fund**

The Clackamas Health Centers Division, a Federally Qualified Health Center (FQHC), is a mission-driven organization that works to promote the oral, physical, and mental health of its community members, and strives to prevent disease, injury and disability. The health centers are located in Sunnyside, Gladstone, Milwaukie, Oregon City, and Sandy for easy access by the community. Under Section 330 of the Public Health Service Act, the Health Centers Division provides health care to Oregon Health Plan members, Medicare recipients, uninsured and underinsured families in Clackamas County.

The division is organized as follows:

**Administration & Finance** provides centralized administrative management services across all the division's service areas. Administrative services include quality improvement, medical records, contracts, policy development and the management of 340B Pharmacy Program (which provides discounted outpatient drugs). Financial services include medical billing, accounting, grant management and budget.

**Primary Care, Dental, and School-Based Health Centers** provide comprehensive health services. The focus is to treat and improve the physical, oral and mental health of each patient. The School-Based Health Centers provide medical and mental health services in a school setting to students in the Oregon City School District, the North Clackamas School District, and in Sandy's Oregon Trail School District.

**Behavioral Health Centers** provide a variety of mental health and addiction treatment services to children, adolescents, adults and their families. Services include case management, individual and group therapy, short-term stabilization outside a hospital setting, and court-ordered mental health and addiction service programs.

**Revenue Summary**

The Health Centers Division projected FY19-20 budget is \$56 million. It receives the majority of its revenue through a combination of Federal and State funding. The division also receives County General Funds. Budget assumptions for FY19-20 revenue predict conservative growth in new and existing revenue streams when compared to FY18-19 year-end projected totals.

**Expenditure Summary**

In the FY19-20 budget, personnel services costs account for about 56% of total expenditures and support 237 FTE. Materials and Services, and Cost Allocations are operating expenditures, which equal 14% of the budget. The remaining 30% is budgeted as reserves and contingency, which represents the resources available for unanticipated expenditures. The use of reserves and contingency requires prior approval by the Board of County Commissioners and the Health Centers Division Community Health Council.

**Significant Issues & Changes**

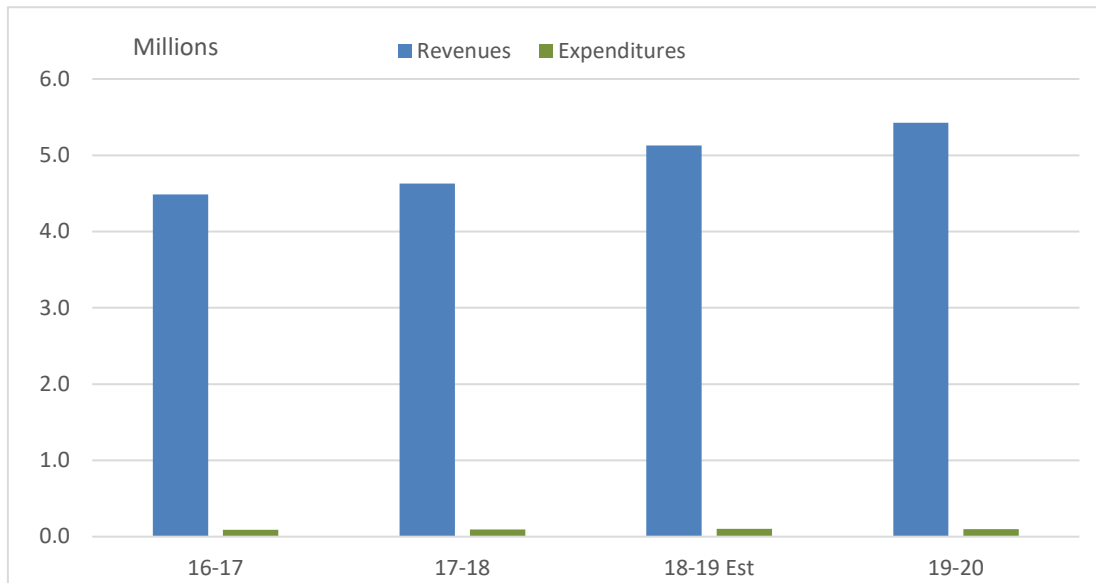
The Health Centers Division reduced its operating expenditures to align with the conservative growth in federal and state revenue. Monitoring and managing revenue and expenditures, which can be impacted by federal and state legislation, will continue to be a top priority. The division continues to work toward revenue growth and sustainable operations, and expand health care services by investing in underserved areas. These efforts will continue into FY19-20 fiscal year.



**Not Allocated to Organizational Unit**

**Transient Room Tax Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 206,588           | 197,560           | 205,546           | 205,546               | -                  |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Local Revenue                             | 4,485,921         | 4,629,328         | 5,237,164         | 5,126,940             | 5,425,636          |
| Other Revenue                             | (581)             | 25                | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | <b>4,485,340</b>  | <b>4,629,353</b>  | <b>5,237,164</b>  | <b>5,126,940</b>      | <b>5,425,636</b>   |
| <b>Total Resources</b>                    | <b>4,691,928</b>  | <b>4,826,913</b>  | <b>5,442,710</b>  | <b>5,332,486</b>      | <b>5,425,636</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Materials & Services                      | 89,887            | 92,427            | 105,000           | 101,850               | 100,000            |
| <b>Subtotal Current Expenditures</b>      | <b>89,887</b>     | <b>92,427</b>     | <b>105,000</b>    | <b>101,850</b>        | <b>100,000</b>     |
| Interfund Transfers                       | 4,404,481         | 4,528,940         | 5,337,710         | 5,230,636             | 5,325,636          |
| Ending Fund Balance                       | 197,560           | 205,546           | -                 | -                     | -                  |
| <b>Total Requirements</b>                 | <b>4,691,928</b>  | <b>4,826,913</b>  | <b>5,442,710</b>  | <b>5,332,486</b>      | <b>5,425,636</b>   |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

In July 1980, Clackamas County voters, in a special election, approved the Transient Room Tax Ordinance. This ordinance and its amendment, voter-approved in September 1985, set forth a complex formula by which revenues collected by this tax were to be distributed. In June 1992, voters once again amended this ordinance, rewriting certain aspects of it. A nine-member citizen Tourism Development Council was appointed to oversee tourism development and promotion in Clackamas County.

**Revenue Summary**

New transient room tax receipts anticipated at \$5.4 million provide virtually all the revenue for this fund.

**Expenditure Summary**

The Clackamas County Fair is guaranteed an annual income indexed for inflation, under the amended Transient Room Tax Ordinance. The balance of all revenues collected, less a 2% administrative service charge (shown in materials and services), is distributed to the Tourism Development Council Fund. This fiscal year the interfund transfer reflects an expenditure of \$569,433 for the County Fair and \$4,756,203 for the Tourism Development Council.

**Significant Issues & Changes**

None



**Culture, Education and Recreation**

**Tourism Development Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 944,476           | 884,642           | 808,542           | 808,542               | 783,617            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Fees and Local Revenue                    | 229,428           | 518,308           | 470,990           | 472,583               | 419,042            |
| Other Revenue                             | 43,400            | 43,976            | 9,500             | 14,865                | 9,500              |
| Interfund Transfers                       | 4,234,450         | 4,369,469         | 5,159,199         | 5,052,125             | 5,049,498          |
| <b>Subtotal Current Revenues</b>          | <b>4,507,278</b>  | <b>4,931,753</b>  | <b>5,639,689</b>  | <b>5,539,573</b>      | <b>5,478,040</b>   |
| <b>Total Resources</b>                    | <b>5,451,754</b>  | <b>5,816,395</b>  | <b>6,448,231</b>  | <b>6,348,115</b>      | <b>6,261,657</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 1,311,841         | 1,531,951         | 1,805,824         | 1,795,824             | 2,079,637          |
| Materials & Services                      | 3,255,271         | 3,475,902         | 3,893,048         | 3,469,314             | 3,432,660          |
| <b>Subtotal Current Expenditures</b>      | <b>4,567,112</b>  | <b>5,007,853</b>  | <b>5,698,872</b>  | <b>5,265,138</b>      | <b>5,512,297</b>   |
| Special Payments                          | -                 | -                 | 299,359           | 299,360               | 299,360            |
| Contingency                               | -                 | -                 | 450,000           | -                     | 450,000            |
| Ending Fund Balance                       | 884,642           | 808,542           | -                 | 783,617               | -                  |
| <b>Total Requirements</b>                 | <b>5,451,754</b>  | <b>5,816,395</b>  | <b>6,448,231</b>  | <b>6,348,115</b>      | <b>6,261,657</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | <b>12.00</b>      | <b>14.00</b>      | <b>15.00</b>      | <b>15.00</b>          | <b>15.00</b>       |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

This fund is the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and is delivered by Clackamas County Tourism & Cultural Affairs (CCTCA).

**Revenue Summary**

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

**Expenditure Summary**

Personnel services accounts for \$2,079,637 of CCTCA's overall budget funding fifteen (15) full-time equivalent positions and one part-time position. This is a change from the previous year since one position, the Marketing Technologist, was shifted from being an in-house Technology Services staff paid from Personal Services to a position within Tourism and is now budgeted under Personnel Services.

The largest expenditure from the TRT is for the Tourism Marketing Program which includes advertising agency services, ad buys, market research, publicity materials, website optimization, social media, public relations, media relations with travel writers and publications, Mobile Visitor Information Van (MVIC), trade shows and cooperative marketing efforts. The total budget for Marketing and Promotion in FY 2019-20 is \$1,427,489.

The Destination Development Program identifies tourism opportunities and works with local communities and partners to develop tourism assets, new markets and products. One important tool used to build tourism assets in the county is through the Development Grant Program which provides grants up to \$100,000 for individual projects. A total of \$250,000 will be awarded in FY 2019-20. Staff also manages the Federal Partners Program- including the U.S. Forest Service and the Bureau of Land Management and focuses on key projects that align with the TDC's established goals and priorities. This year, the TDC has allocated \$50,000 towards such efforts. (An additional \$10,000 for Partner Training is included below under Community Relations.) In total, Development efforts are \$609,450 of Tourism's budget.

The Community Relations Program is CCTCA's third distinct area of work. Under this division, staff provides assistance to communities and other key partners in executing tourism-related projects, to craft solutions, identify problems, or to seize opportunities primarily through the Community Partnership Program (CPP) which provides \$260,000 annually to 13 local communities for grants to support locally-generated and selected tourism projects. Separately, the Cultural Heritage Tourism Capital Grant program provides \$50,000 annually for capital improvements and repairs to heritage and cultural assets within the county. Community Relations also manages the county's Visitor Information Centers with expenditures of \$95,000 in FY 2019-20. The Community Relations total FY 2019-20 budget is \$331,050.

The County, through its General Fund, supports arts and culture through a partnership with the Clackamas County Arts Alliance and the Regional Arts and Cultural Council. Together, they work to ensure that residents and visitors have exposure and access to arts and cultural opportunities and resources, while supporting a variety of local jobs and educational initiatives in the creative services industry. In FY 2019-20, \$299,359 will be provided for this work.

Lastly, the Department maintains a Contingency Fund and in FY 2019-20, \$450,000 will be programmed as contingency funds.

## Significant Issues & Changes

### ADMINISTRATION/LEADERSHIP

**Tourism Operations and Authorities-** After several years of discussions, Board of County Commissioners and the Tourism Development Council reached agreement on the differing authorities and responsibilities of the TDC versus the BCC under the County's Transient Room Tax Ordinance. Achieving resolution as to how future governance and roles would function between the two bodies was key to the future of Tourism operations in the County. While there are still numerous details to sort through over the next year that will require some new approaches to the work and operations, as well as reporting relationships, there is now mutual agreement on the path forward.

**Implementation of the Tourism Master Plan and Five-Year Strategic Priorities-** The TDC, BCC and staff engaged in a revision to the county's Tourism Master Plan and the development of a new five-year Strategic Priorities Plan last year. One of the key elements of the revised Master Plan and the 5-Yr Strategic Priorities is the addition of Sustainability to our Tourism work and was a major focus of our Destination Development efforts which is outlined under "Development" below.

**Tourism Development Council Recruitments; On-boarding-** The TDC had several planned and unplanned vacancies that required an intensive search for appropriate candidates with the required background and experiences to serve on the board. It was challenging to fill the positions, but ultimately we seated a full nine-member highly qualified Tourism Development Council.

**Department Restructuring; Staff Reclassifications-** We continued implementation of Department restructuring, and the continued redrafting and reclassifying of positions that were not within the Tourism classification stream, but were still in old classifications. The Department will continue to implement the restructuring process and subsequent reclassification as appropriate.

**Office Space Relocation-** Due to increased staffing and lack of office space at the County's Red Soils campus in Oregon City, Tourism was actively engaged in locating new office space to house its operations. After a great deal of effort with partners and the City of West Linn, the proposal to utilize the historic city hall building in West Linn was ultimately abandoned because of West Linn Paper's bankruptcy and the unavailability of parking. Instead, space was located in another building in West Linn and CCTCA has completed the remodeling of the space for our use, along with all of the technical and other connections to the county systems in a commercially leased office space outside of a county or public building. Tourism staff moved into their new office location in West Linn this past September.

**Alcohol Policy-** The work of some Tourism staff involves the promotion of alcoholic beverages and products grown and produced in Clackamas County as directed under the Commission-approved Master Plan targeting Agritourism as one of the three pillars of tourism focus in the county. But, because of county policy, staff could not realistically execute this aspect of their work- hosting, promoting, and inspiring travelers, media, tours operators and others to come to Clackamas County to enjoy our quality Agritourism products, such as wine or beer. County Administration, Counsel and Finance arrived at a workable solution that would preserve the county's non-alcohol policies for most county employees while allowing those with legitimate job-related duties to purchase alcohol.

**Regional/State Leadership-** The Tourism Executive Director serves in several leadership capacities within the County, State and Tourism industry, including as President of the Oregon Destination Marketing Association Board; the Willamette Falls Locks Commission; board member of the Destination Marketing Association of the West; as well as executive board member of the Willamette Falls Heritage Area Coalition, among other boards and committees.

**Succession Planning-** .After serving as Tourism Executive Director for the past decade, the Executive Director has been planning on a transition out of the position and working on a succession plan following that transition. The plan details have involved engagements with the TDC, Tourism staff and County Administration to develop a solid viable plan and processes to ensure a smooth transition.

### MARKETING & COMMUNICATIONS PROGRAM

**Branding** – The Tourism and Cultural Affairs Department continues to implement the branding identity for Clackamas County as Oregon's Mt. Hood Territory (OMHT), marketing and promoting the area as a visitor destination, focused on our three pillars of tourism: Outdoor Recreation, Agritourism, and Heritage/Culture. Borders

Perrin Norrande (BPN) serves as the marketing agency for Tourism since 2012, and collaborates with staff to improve and strengthen the Mt. Hood Territory brand through an integrated marketing strategy that identifies the county's visitor profiles and lays out hyper-targeted strategies to achieve success through our four target personas.

**Visitor Audience** – The Visitor audience is identified as those being familiar with OMHT. BPN modified the geography of our visitor audience to be more streamline and focus on our primary markets (Oregon, Washington, Vancouver B.C. and key cities in California and Arizona - San Francisco, San Jose, Sacramento, Los Angeles, San Diego and Phoenix). The visitor audience advertising will be modified to include two shoulder-season (spring and fall) inspirational multi-media campaigns to create brand awareness, supported by a year-long always-on digital strategy for the trip planning/booking efforts aimed at driving website traffic.

**Prospect Audience** – Additionally, BPN leads our dedicated investment market strategy to promote OMHT to our prospect audiences in conjunction with direct flight destinations. Austin, TX was the first target market in FY 2013-14 and continued for five years. Minneapolis, MN was included for a three year program. Lastly, Phoenix, AZ was incorporated in FY 2017-18 and continues for a third year in FY 2019-20. FY18-19 included a PR-able consumer activation executing a pop-up promotional event in Phoenix area malls, leveraging an additional \$76,000 Portland Region RCTP funding.

**Advertising** – BPN developed the “Species” campaign for FY18-19, and will be developing a new marketing campaign for FY19-20. In FY 2018-19, Tourism continued to partner on a number of special advertising efforts. *Horizon Travel Magazine* included inserts in their New York edition with a full-page advertorial, a 5-second commercial spot aired on 10 screens in the Toronto, Canada transportation system, as well as commercial spot aired in Times Square in New York City. Print advertising placements included *Growing Oregon* (Dept. of Ag), *1859 Magazine* highlighting the Oregon Trail 175<sup>th</sup> anniversary, and *Food & Travel Magazine*. Brand USA global advertising efforts included a co-op partnership in the *Discover America* printed guide, and the Canada West Multi-channel spring campaign.

**Website** – MtHoodTerritory.com, CCTCA's branded website continues to incorporate a growth-driven website approach working with Drozian Webworks to incorporate regular upgrades and enhancements to better serve our visitors and partners, including online submissions and reporting for grants, as well as updated customer relationship management (CRM) functionality. Tourism engaged in the first year contract services with Anvil Media to integrate search engine optimization and search engine marketing (SEO/SEM) as a unified and efficient program, improving our efforts within the first 6 months: Click Thru Rate (CTC) increased by 167%; Conversions increased by 207%; Conversion Rate increased by 85%; Cost per Conversion (CPC) decreased by 65%.

**Public Relations** – PR efforts on the Oregon Trail 175<sup>th</sup> social media influencer campaign surpassed all expectations: 17 cities in six states partner to host 15 different influencers across the entire Oregon Trail, resulting in 259 stories and posts, 9.58M potential impressions, and 21,446 clicks to the microsite. The PR team expanded in-market deskside tour media efforts with two staff attending International Media Marketplace New York City (IMM NYC). PR has partnered with TrendKite as a new PR reporting and strategy tool, with the ability to track and show PR's influence on our website traffic. PR is creating a new measurement tool for reporting the most current qualitative scoring techniques, which will be utilized in reporting FY18-19 results. PR will issue an RFP process to secure expanded PR agency services over the next 5-year contract period.

**Social Media/Content** – Social media video strategy involved a Modern Pioneer series, featuring businesses in relation to commemorating the Oregon Trail 175<sup>th</sup>. Content team creates and maintains the new content-driven website as articles, now serving the greatest volume of traffic views on the website. In partnership with DMA-West, ADARA and Destination Analysts, a year-long social media research study estimated that our Facebook marketing brought \$10M in incremental visitor spending to the area, and Instagram marketing brought \$662K in incremental visitor spending. Team took advantage of Instagram's new “Stories” feature that allowed them to diversify content and direct hundreds of users to partner profiles. Staff launched a new podcast series aimed at promoting local businesses and the people behind them by sharing their unique stories in a format that benefits long-form story telling.

**Tap Trail / Wine Trail** – The Explorer's Trails program expanded in FY 2018-19 to include 16 breweries, cideries, meadery and distillery participating in the Tap Trail passport; 16 wineries participate in the Wine Trail, where visitors receive discounts at each business and earn a free pint glass or wine glass by redeeming their passport at a select number of businesses. Promotions included a special event with the Boring Brew Fest, and a co-op advertising opportunity through *Wine Press NW*, highlighting ten partner wineries.



**Cultural Guide** – CCTCA continues the co-operative advertising program in partnership with Clackamas County Arts Alliance to sponsor the quarterly *Clackamas County Cultural Guide* produced by Pamplin Media, which provides editorial content and free event listings promoting the County's cultural/heritage assets. Tourism's paid sponsorship considerably reduces advertising rates allowing local businesses to advertise in these community newspapers.

**Regional Program** – CCTCA serves as the fiscal administrator for the Travel Oregon Mt. Hood/Gorge Regional program, in addition to receiving PR and international staff offset funding from the Portland Regional Program. Staff completed the 2018-19 Regional Cooperative Tourism Program (RCTP) RFQ process and were successfully awarded the next 6-year management contract for the Mt. Hood/Gorge region. Staff will continue expanding our global sales and PR efforts working in partnership with the Portland Region, Willamette Valley Visitors Association, and Mt. Hood/Gorge Regions.

## **DESTINATION DEVELOPMENT**

**Sustainability** – CCTCA partnered with The George Washington University International Institute of Tourism Studies (GW IITS) to conduct a focused assessment of Clackamas County's performance on Global Sustainable Tourism Council's (GSTC's) 40 internationally recognized indicators for sustainable destination management. This assessment included a resident sentiment survey as well. In FY2019-20, tourism stakeholders will work to develop practical action steps that respond to the priorities identified in the assessment.

**Outdoor Recreation Development** – In FY2018-19, CCTCA developed and executed outreach sharing the county wide Water Tourism Strategic Plan created with Crane & Associates in FY2017-18. CCTCA is focused on engaging communities and identifying their priorities for water tourism. Together with a local steering committee, CCTCA partnered with Travel Oregon to create and implement a water tourism studio on the Clackamas River. This is a first of its kind. The second water studio will be for the Willamette above Willamette Falls and staff are on the steering committee. CCTCA continues to work with the Hood-Gorge Region and USFS on the Trails Ambassador program to educate hikers at trails on Mt. Hood and the Gorge. A new trails brochure and map will be distributed in Spring 2019. With new mountain biking assets opening on Mt. Hood Summer of 2019, work is underway to develop and promote packaged experiences that encourage overnight stays. In alignment with CCTCA's Strategic Priorities for 2017-22, outdoor recreation work focuses on sustainable recreation opportunities, the diversity of opportunities throughout the county and connecting recreation enthusiasts to communities.

**Development Grants** - Development Grants are the mechanism used by the TDC to invest directly in local tourism projects. The TDC prioritized Development Grants investment in water tourism related improvements in FY 2018-19. Grant funds supported investments in water tourism projects identified in the study being led by a variety of groups including city economic development, county parks, and non-profit organizations in four different communities. Projects include Clackamas County Parks' Master Planning for Barton and Carver Parks, City of Estacada's Waterfront Redevelopment, We Love Clean Rivers' work to include a portage trail at Willamette Falls and Historic Willamette's paddler wayfinding and amenities at Willamette Park. In addition to the water tourism projects, Clackamas County Event Center received funds for facility master planning. Water Tourism Projects will receive priority in the FY2019-20 Development Grant Cycle. An opportunity fund will be created in FY2019-20 to allow the flexibility to review and fund projects that emerge outside of the Development Grant process timeline.

**Agritourism**—Tourism staff worked to connect tour operators and farms to develop tour product as well as advising local farms on new product development. To further educate local farms on best practices and to provide networking opportunities, the Development Team worked with Washington County Visitors Association to host a joint Agritourism Summit. To ensure Agritourism endeavors align with the needs of visitors and operators, CCTCA continues to consult the Clackamas County Agritourism advisory committee and participate in the state wide efforts of Travel Oregon and the non-profit Oregon Agritourism Partnership. As a pillar of county Tourism, agritourism is incorporated into all marketing channels including ad campaigns, social media and media tours and story pitches.

**Mountain Multi-Modal** – Together with the Hood-Gorge Region and Travel Oregon, Tourism is developing outreach for engaging partners in actions to improve visitor transportation on the mountain informed by the findings from the 2018 Mountain Transportation Visitor Intercept Study. Tourism will continue to support the priorities of the bike pedestrian plan created by the regional multi-modal task force and participate in partnerships to improve mountain transportation options, increased frequency of service and expanded routes.

**Digital Visitor Information Kiosk** – The Department continues to work with Oregon Travel Experience to offer the

digital kiosk program at the Government Camp Rest Area and French Prairie. The kiosks deliver visitor information twenty-four hours a day, year round at these popular stops for visitors and recreation enthusiasts. The digital kiosk program is also available at the Sandy Historical Museum during their open hours.

**Heritage/Culture Tourism Projects** – Tourism created the Oregon Trail Activity Guide to delight and educate families, while inspiring them to visit sites along the historic trail. We partner with the Bureau of Land Management, the Oregon Trails Coalition and Travel Oregon. The book is being distributed to student groups visiting Philip Foster Farm or the End of the Oregon Trail Interpretive Center, hotel partners and various visitor centers. Rose Farm, Sandy Historical Museum, Philip Foster Farm and Clackamas County Event Center received Heritage Capital Improvement Grant funding. Heritage Capital Improvement Grants will be available in FY2019-20. As a pillar of county Tourism, heritage and culture are incorporated into all marketing channels including ad campaigns, social media and media tours and story pitches.

**International Marketing** – Through the relationship building efforts of the CCTCA, Clackamas County increased the number of lodging properties and activities accessible to international visitors through travel agencies and tour operators. To better reach the Oceania market, CCTCA is working with an in country representative to execute travel trade, PR and consumer marketing strategies. CCTCA will continue working with Travel Portland, Travel Oregon and other partners to build awareness and market Clackamas County as an international travel destination. Staff works with foreign tour operators, tourism promoters, and travel writers to connect local attractions, services and hotels to travelers in key international markets.

**Willamette Falls Heritage Area Coalition** – CCTCA continues to work on securing the National Heritage Area designation and leveraging the designation as a State Heritage Area.

**Connecting with Partners & Communities** – To ensure that CCTCA's work is informed by the needs of tourism partners, staff regularly visit partner businesses. To integrate tourism into economic development opportunities around the county, staff participate in local committees and regularly advise local communities on tourism best practices.

## COMMUNITY RELATIONS

**Outreach** – CCTCA's Community Relations Coordinator provides information about the Department's programs and services to cities, chambers, tourism industry businesses and community organizations, and fosters collaborative relationships to advance CCTCA's mission and priorities. This position also provides project coordination and strategic planning assistance to partners.

**Grants** - Through the Community Partnership Program (CPP) the Department makes \$260,000 available annually to thirteen communities for tourism projects that demonstrate an ability to generate overnight stays and/or bring visitors in from out of area. Applications are managed via an on-line system. Local community administrators form selection committees to evaluate applications using criteria established by CCTCA. Recommendations are forwarded to Department staff for review. Award agreements are sent to applicants. Upon remittance, checks are issued to awardees. Year-end reports are required for all projects that receive funding. Having local committees review proposals and make funding recommendations means that the projects that best represent the community and support it's tourism goals receive funding. Having Department staff review the recommendations ensures the program criteria and procedures are adhered to.

**Strategic Planning** –CCTCA staff work with communities and local partners to evaluate tourism strengths, weaknesses, assets and opportunities, and helps them development strategies that can better position themselves to attract visitors.

**Geocaching** – Clackamas County is the birthplace of geocaching, which is now a worldwide scavenger hunt program with over 1.4 million caches and 4 million participants. The "original cache" was placed in May 2000 just outside of Estacada. This bit of geocaching history makes a visit to Clackamas County a must do for many geocachers. For the 20<sup>th</sup> Anniversary of geocaching, CCTCA will work with the local geocaching community and GroundSpeak, the international sanction organization for geocaching, to develop a county-wide Geo Tour that will include the original cache. The tour will exist for years and will be marketable and accessible to the international geocaching community. Because it will take multiple days to visit all the sites on the tour, it will encourage overnight stays.

**Partner Training** – Through its Partner Training Program, the Department offers educational and skill building trainings to its partners. Each year CCTCA conducts a half-day Tourism Tech Symposium which covers basic web and social media skills as well as the latest trends, tools and platforms. In FY 2019/20, we will begin offering shorter, more advanced trainings on specific platforms. In collaboration with the Oregon Restaurant & Lodging Association, and our regional tourism marketing partners, CCTCA makes the Customer Service Gold customer service training available to frontline, visitor-facing staff. Group trainings can be organized for specific sites, business or tourism sectors. In FY 2018-19, we created a media and “story telling” training to provide partners with skills and strategies for engaging with journalists, travel writers and social media influencers. We will continue offering this program. In FY 2019-20, we will develop an interpretation training program based on standards and curriculum from the National Association for Interpretation’s Certified Interpretive Guide training.

**Visitor Information Services** – Community Relations staff manages the contracts CCTCA has with vendors who provide visitor information services to travelers. These include Clackamas Heritage Partners, who provide services at the End of the Oregon Trail Center in Oregon City; The Mt. Hood Cultural Center & Museum, which operates in Government Camp; and the U.S. Forest Service that provides visitor services out of the Zig Zag Ranger Station. Our contract with the Forest Service helps provide for weekend service during the peak visitor season; Memorial Day through Labor Day. It also supports the summer education and interpretive programming at Timberline Lodge.

**Mt. Hood Scenic Byway Coordination** – CCTCA is the designated coordination agency for the Mt. Hood Scenic Byway, which has entry portals in Wood Village and Hood River. A majority of the route, the middle section, is in Clackamas County. In FY 2019-20, the Department will coordinate with neighboring road authority jurisdictions and complete a reroute of the Byway.

**FAM Tours** – Each year CCTCA coordinates a series of familiarization (“FAM”) tours. These are conducted so that local frontline lodging partner staff, visitor services providers and tour operators can gain firsthand knowledge about the things there are to see and do in the County, its sites, attractions, events, activities, etc. A picture is worth a thousand words, but an experience is worth a thousand pictures. This is the founding theory on which our FAM tours are based. The knowledge obtained on these FAM tours better positions frontline staff to make recommendations to visitors.



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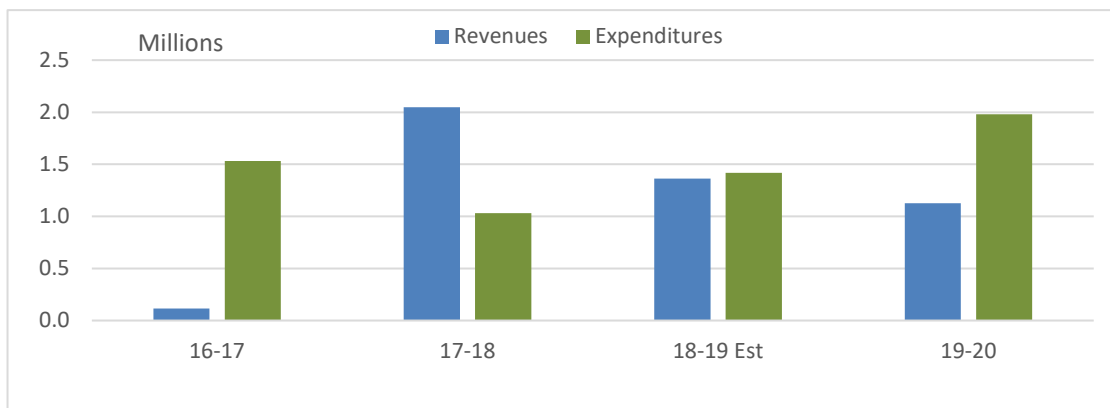
**CLACKAMAS**  
C O U N T Y



**Culture, Education and Recreation**

**Forest Management Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 4,731,368         | 2,643,750         | 3,341,393         | 3,341,392             | 3,134,335          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Federal Revenue                           | 74,156            | 80,290            | 50,000            | 70,608                | 102,176            |
| Other Revenue                             |                   |                   |                   |                       |                    |
| Land and Timber Sales                     | 10,226            | 1,857,654         | 1,235,175         | 1,191,513             | 920,640            |
| Miscellaneous                             | 29,721            | 35,916            | 23,000            | 25,006                | 28,750             |
| Interfund Transfers                       | -                 | 75,000            | 75,000            | 75,000                | 75,000             |
| <b>Subtotal Current Revenues</b>          | 114,103           | 2,048,860         | 1,383,175         | 1,362,127             | 1,126,566          |
| <b>Total Resources</b>                    | <b>4,845,471</b>  | <b>4,692,610</b>  | <b>4,724,568</b>  | <b>4,703,519</b>      | <b>4,260,901</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 405,047           | 458,570           | 515,932           | 432,752               | 558,585            |
| Materials & Services                      | 241,980           | 249,785           | 712,884           | 864,700               | 573,216            |
| Cost Allocation Charges                   | 50,302            | 54,685            | 63,600            | 63,600                | 70,942             |
| Capital Outlay                            | 834,391           | 268,177           | 1,139,547         | 56,200                | 776,712            |
| <b>Subtotal Current Expenditures</b>      | 1,531,720         | 1,031,217         | 2,431,963         | 1,417,252             | 1,979,455          |
| Special Payments                          | -                 | -                 | 5,000             | -                     | 10                 |
| Interfund Transfer                        | 670,000           | 320,000           | 300,000           | 151,932               | 280,847            |
| Reserves                                  | -                 | -                 | 1,858,363         | -                     | 1,888,589          |
| Contingency                               | -                 | -                 | 129,242           | -                     | 112,000            |
| Ending Fund Balance                       | 2,643,751         | 3,341,393         | -                 | 3,134,335             | -                  |
| <b>Total Requirements</b>                 | <b>4,845,471</b>  | <b>4,692,610</b>  | <b>4,724,568</b>  | <b>4,703,519</b>      | <b>4,260,901</b>   |
| <b>Budgeted Full-Time Equivalent</b>      | 2.76              | 2.76              | 3.26              | 3.26                  | 3.26               |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The *Forest Management Fund* was established to maintain capital reserves to sustain ongoing forest and park capital and operations requirements. Timber harvest activity on County-owned forest land is currently receipted into the fund along with proceeds from land sales.

**Revenue Summary**

Fiscal year 2019-20 beginning fund balance is expected to be \$3.1 million. Other budgeted revenues include \$921,000 from major timber sales, \$102,176 in grant funds, \$75,000 interfund transfer from the Department of Transportation and Development Office of Sustainability, and interest earnings of \$28,000.

**Expenditure Summary**

Expenditures in fiscal year 2019-20 include \$558,585 in personnel services to provide for 3.26 full-time equivalent positions. Materials and services expenditures of \$573,216 will facilitate timber harvesting costs, removal of 20 tons of debris from approximately 50 illegal dumpsites and provide for reforestation of newly harvested forest stands. An interfund transfer of \$280,847 to the *County Parks Fund* supports capital improvements at our County Park facilities. Finally, \$776,712 has been budgeted for the potential purchase of additional timberland.

**Significant Issues & Changes**

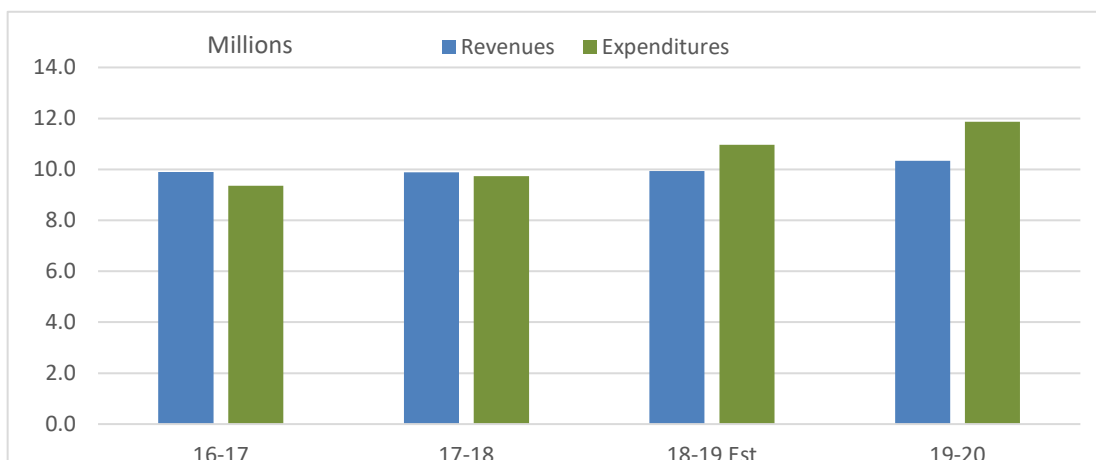
- A ten-year Forest Management Plan has been developed to guide future forest management planning, timber production and harvesting strategies. The Board of County Commissioners has recently approved an expansion of the County Forest Strategic Timberlands Acquisition Program to enhance forestland inventory, Cross Laminated Timber (CLT), and climate change objectives.
- The Dump Stoppers program has been in operation since 2003. Funding for the program has primarily come from the United States Forest Service and Bureau of Land Management Title II grants as part of the Secure Rural Schools payments to counties along with United States Forest Service Retained Receipts funding, which has helped transform the upper Clackamas, Molalla and Sandy watersheds for citizens to enjoy cleaner, healthier and safer forest recreation experiences. The Office of Sustainability program in the Department of Transportation and Development will be providing \$75,000 in matching funds to support the Dump Stoppers program.
- The *Forest and Timber Management Program* currently owns and manages 3,200 acres of forestlands. The lands are managed with the goal of having healthy forests that produce timber on a sustainable level, protect natural resources and contribute to jobs in rural communities. The net revenue generated from timber sales supports *County Park Program* operations and also contributes to capital reserves for the repair and replacement of capital assets. The Board of County Commissioners on February 6, 2018 approved an expansion of the County Forest Strategic Acquisition Program which will allow for the purchase of up to 2,500 acres of additional forestland. This will result in increased revenue generation for the *County Parks Program* and meet climate change goals for carbon sequestration and carbon credit capture. The cost of acquisition to expand the timber program by 2,500 acres is estimated at \$4 million dollars with the qualifying criteria that the acquired timberlands will produce positive cash flow for bond/debt payment requirements and preservation of capital reserves. While the purchase of additional forestland remains a priority, BCS does not anticipate pursuing a purchase in FY 19-20 so that staff may focus on other, higher-priority projects and initiatives.



**Public Protection**

**Juvenile Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 2,011,602         | 2,549,346         | 2,699,331         | 2,699,331             | 1,678,125          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue (Dedicated)            | 289,755           | 315,431           | -                 | -                     | -                  |
| Federal Revenue                           | 480,135           | 150,449           | 195,641           | 118,189               | 139,929            |
| State Revenue                             | 1,043,837         | 1,229,471         | 1,239,334         | 1,452,627             | 1,544,558          |
| Local Revenue                             | 82,289            | 136,242           | 134,350           | 67,094                | 134,350            |
| Fees & Fines                              | 339,939           | 71,217            | 456,767           | 18,819                | 54,484             |
| Miscellaneous Revenue                     | 8,511             | 3,439             | 3,500             | 110                   | 0                  |
| Interfund Transfers                       | 7,647,800         | 7,977,463         | 8,105,401         | 8,282,902             | 8,466,104          |
| <b>Subtotal Current Revenues</b>          | <b>9,892,266</b>  | <b>9,883,712</b>  | <b>10,134,993</b> | <b>9,939,741</b>      | <b>10,339,425</b>  |
| <b>Total Resources</b>                    | <b>11,903,868</b> | <b>12,433,058</b> | <b>12,834,324</b> | <b>12,639,072</b>     | <b>12,017,550</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 5,384,758         | 5,622,525         | 6,884,426         | 6,466,695             | 7,263,360          |
| Materials & Services                      | 3,353,646         | 3,463,104         | 5,193,751         | 3,876,259             | 3,902,386          |
| Allocated Costs                           | 586,469           | 647,085           | 606,147           | 606,147               | 701,804            |
| Capital Outlay                            | 29,649            | 1,013             | -                 | 9,846                 | -                  |
| <b>Subtotal Current Expenditures</b>      | <b>9,354,522</b>  | <b>9,733,727</b>  | <b>12,684,324</b> | <b>10,958,947</b>     | <b>11,867,550</b>  |
| Interfund Transfer                        | -                 | -                 | -                 | 2,000                 | -                  |
| Contingency                               | -                 | -                 | 150,000           | -                     | 150,000            |
| Ending Fund Balance                       | 2,549,346         | 2,699,331         |                   | 1,678,125             | -                  |
| <b>Total Requirements</b>                 | <b>11,903,868</b> | <b>12,433,058</b> | <b>12,834,324</b> | <b>12,639,072</b>     | <b>12,017,550</b>  |
| <b>Budgeted Full-Time Equivalents</b>     | <b>54.00</b>      | <b>54.00</b>      | <b>55.00</b>      | <b>55.00</b>          | <b>54.00</b>       |



**Current Operating Revenues vs. Expenditures**



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Description of Fund

The Juvenile Fund is a consolidation of multiple organizational funding streams which support Clackamas County Juvenile Department (CCJD). CCJD provides a continuum of services for low, medium and high risk youth who have been charged with violations and crimes and referred to the department for intervention, as well as prevention services in the community offered by the CCJD. Balanced and restorative justice practices are incorporated into CCJD's services and interactions with victims, youth, and the community. Services that support these interventions include a 24-hour Juvenile Intake and Assessment Center, diversion alternatives, informal and court-ordered supervision, community service, victim services, skills groups, programs, short-term residential placements, and secure detention.

Summary of Revenues and Expenses

Clackamas County Juvenile Department's total operating budget is supported by the County's General Fund, which accounts for 69% of the total budget. State funding, federal funding, local government and other Clackamas County department funds, as well as carryforward make up the remaining 31% of the operating budget. After General Fund, state funds are the department's next largest funding source.

**Note:** State funding estimates are based on January 2019 projections from state partners. Actual state funding may increase, decrease or be eliminated through the State's current budget process and is contingent upon Oregon State Legislature approval.

CCJD estimates receiving \$1,016,642 from the Oregon Youth Authority (OYA) in FY2019-20, which is comprised of \$978,809 of Juvenile Crime Prevention (JCP) Basic and Diversion funding and \$37,833 of Individualized Services funding. JCP Basic and Diversion funding is utilized, in conjunction with general fund, to purchase contracted detention services. Detention services are statutorily mandated services. The Juvenile Department intends to amend its contract with Multnomah County to reduce the number of contracted beds in FY2019-20 from 15 to 13 secure custody beds. One of the contracted beds will continue to serve Ballot Measure 11 offenders. This contract was renegotiated in 2013 with an amendment to allow for a range of 0-3% increase based upon the Consumer Price Index (CPI-W). In fiscal year 2018-19, the daily bed rate increased to \$309.00, an increase of \$11.08 per bed day. In fiscal year 2019-20, the daily bed rate will increase to \$318.00, an increase of 3%. By reducing the contract by two detention beds, the contract amount for fiscal year 2019-20 will be \$1,510,191. JCP Basic and Diversion funds support 65% of this contract with general fund supporting 35%. The Individualized Services funding is used to support treatment services, and client support services such as General Education Diplomas (GED), bus passes, and items needed for employment.

CCJD estimates receiving \$205,836 of JCP Prevention funds from Oregon Department of Education-Youth Development Council (YDC) in FY2019-20. Best practices in juvenile justice prescribe a continuum of interventions for low, medium and high risk youth. This funding is utilized, in conjunction with general fund, to provide diversion services which incorporate restorative justice throughout the local communities in Clackamas County. Additionally, participating cities are anticipated to contribute a combined amount of \$25,000 toward the operation of these diversion programs in FY2019-20.

CCJD estimates receiving \$83,220 of Drug Court grant funding from the Oregon Criminal Justice Commission (CJC) in FY2019-20. The CJC Drug Court grant funds 90% of a 1.0 FTE-Human Services Assistant for the Juvenile drug court team.

CCJD estimates receiving \$88,860 from Oregon Department of Corrections (ODOC) from offender commissary purchases collected in ODOC in FY2019-20. This revenue funds 74% of a 1.0 FTE -Drug Court Juvenile Counselor for the Juvenile drug court team.

CCJD estimates receiving \$150,000 of Behavior Rehabilitation Services (BRS) - Medicaid reimbursement funding from Oregon Department of Human Services-Oregon Health Authority in FY2019-20. The BRS funding is a partial



reimbursement for short-term residential placement services expense on qualifying individuals and providers and will be used in conjunction with general fund to provide short-term residential placement services to youth. CCJD will contract for short-term residential placement services in the community for up to 9 individual youth per day. Each placement provides up to 90 days stabilization and assessment for medium and high risk youth. The contracted short-term residential placement services total \$592,221. BRS – Medicaid reimbursement fund 14% of the services. General fund support for the services is 86%.

Assessment and Evaluation residential beds are contracted through Multnomah County Juvenile Services Division. This contract, anticipated to be \$183,558 in FY2019-20, will provide a total of 1,018 placement days each year. This contracted services allows some youth to be diverted from costly detention beds and allows a resource for high risk and dual diagnosis youth. BRS – Medicaid reimbursement funds 36% of the services. General fund support for the services is 64%.

In addition to the funding described above for short-term residential placement and assessment and evaluation services, the department has \$100,069 budgeted in general fund to be able to provide services to undocumented and under insured youth.

Federal funds account for approximately 1% of the total departmental budget.

**Note:** CCJD continues to be unable to accept US Department of Justice grants, estimated at approximately \$54,649 annually, as the County is unable to provide certification of compliance due to Oregon's sanctuary state status.

CCJD estimates receiving \$43,000 of US Department of Labor funding through Clackamas Career and Technical Education Consortium (C-TEC) in FY2019-20. The CTEC grant funds 53% of a 1.0 FTE-Human Services Coordinator to provide educational and job support services to justice-involved youth.

CCJD estimates receiving \$91,929 in Federal Title IV-E administrative reimbursement through Oregon Department of Human Services in FY2019-20 and is budgeted to support client services. This funding is affected by many factors, including but not limited to eligible population, and provider compliance with Title IV-E grant requirements.

CCJD estimates receiving \$5,000 from US Department of the Interior through Oregon Bureau of Land Management to support low-cost restitution earning opportunities which support youth to earn stipends to repay victims and to pay their court fines and fees through the building and a currently changing landscape of legislative and administrative mandates.

Local government and partnerships: CCJD continues to concentrate on creating opportunities with public entities, such as Metro, City of West Linn, City of Happy Valley, and the City of Gladstone. These agreements consist of low-cost restitution earning opportunities which support youth to earn stipends to repay victims and to pay their court fines and fees. An added value of these partnerships is that they help youth meaningfully contribute to projects which include restoration of city parks, building and maintenance of park trails, removal of invasive plants, and restoration of native plants. These opportunities provide youth with work readiness skills which will support their ability to obtain work and become contributing members of the community. The Department also works to create many partnerships with community agencies and/or non-profits to provide meaningful community service opportunities throughout Clackamas County. These partnerships allow Juvenile Department involved youth to repair harm caused by their actions through true restorative community service in the same community they live and allow youth to work alongside people who live in the same community. This can result in the development of healthy relationships with adults that can be sustainable long after their community service hours are completed.

### [Significant Issues and Changes](#)

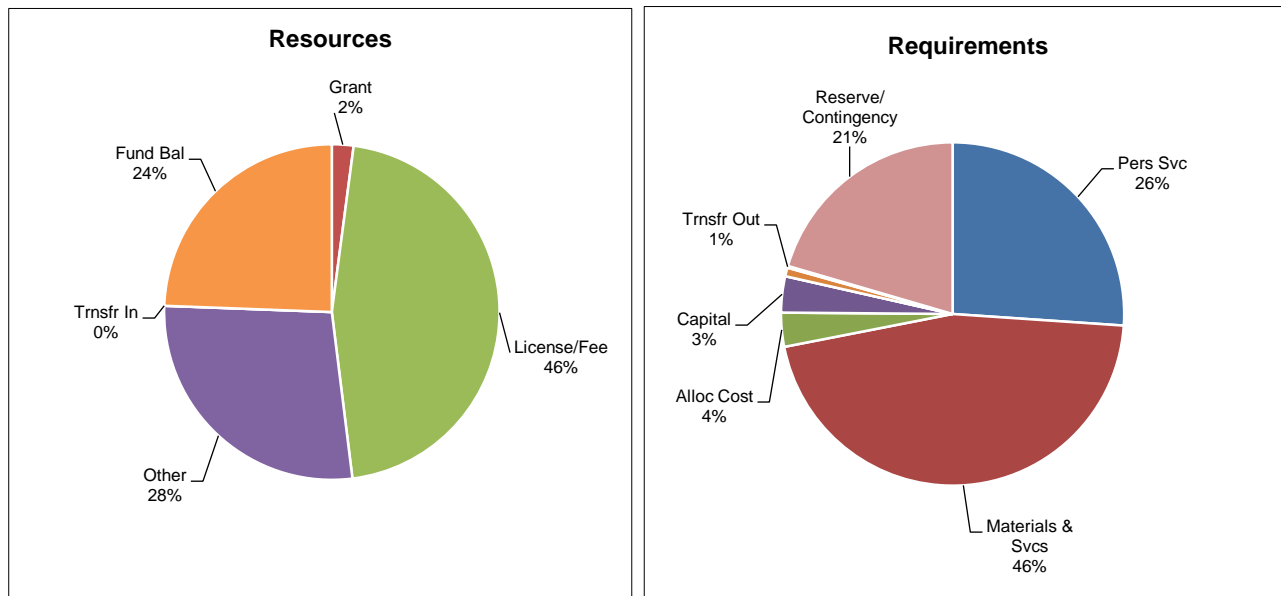
The original Juvenile Department building, constructed in 1962, has required numerous upgrades. On-going maintenance of leaking water pipes in the ceilings will continue to need priority repairs. As the courthouse is built and roads are moved, one of the program buildings will likely be demolished due to the condition of the building which will result in a loss of program space. The Department currently is housed in five separate buildings to accommodate staff and program supplies.

Between FY2001-02 and FY2005-06, the County received a federal earmark to support Juvenile Department operations. The funds were placed in a separate Treasury trust fund by the Board of Commissioners, called the "Juvenile Trust Fund", for possible use in the construction of a Clackamas County juvenile detention center, and were not part of the Juvenile Fund. In FY2014-15, the balance of the Juvenile Trust Fund account, in the amount of approximately \$1.5M, was transferred to CCJD to cover the structural deficit in the department's general fund organizational operations. The

Juvenile Trust Fund was drawn down annually and used to fund ongoing operations and funded approximately 5.0 FTE in FY2014-15, FY2015-16, and FY2016-17. The final small amount remaining was utilized in FY2017-18. Additionally, because of the general fund maintenance calculation methodology, by moving the Juvenile Trust Fund to CCJD in 2014, it increased the ongoing structural general fund deficit. This deficit of \$473,000 was the major share of CVCHD's \$642,000 total budget reduction for the upcoming fiscal year, and it is estimated that the gap will continue to grow and to negatively impact CCJD's subsequent operational budget in years to come if not addressed.

The federal Family First Prevention Services Act signed into law on February 9, 2018 potentially threatens the CCJD's federal BRS Medicaid reimbursement funds and Title IV-E funding, as the State of Oregon continues to work to enact necessary legislation and processes to ensure compliance and implement the federal changes that are applicable to these funding sources. It is unknown at the time of submission of this document as to what the potential impact to CCJD's budget will be.

# Internal Service and Enterprise Funds



An Internal Service fund is used to account for goods or services furnished by one department to other departments within the County.

An Enterprise fund is used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product.

**Funds Included In This Section:**

**Department:**

Stone Creek Golf Course Fund  
Clackamas Broadband Utility Fund  
Cable Administration Fund (History)  
Records Management Fund  
Facilities Management Fund  
Telecommunication Service Fund  
Technology Services Fund  
Central Dispatch Fund  
Self-Insurance Fund  
Risk Management Claims Fund  
Fleet Services Fund

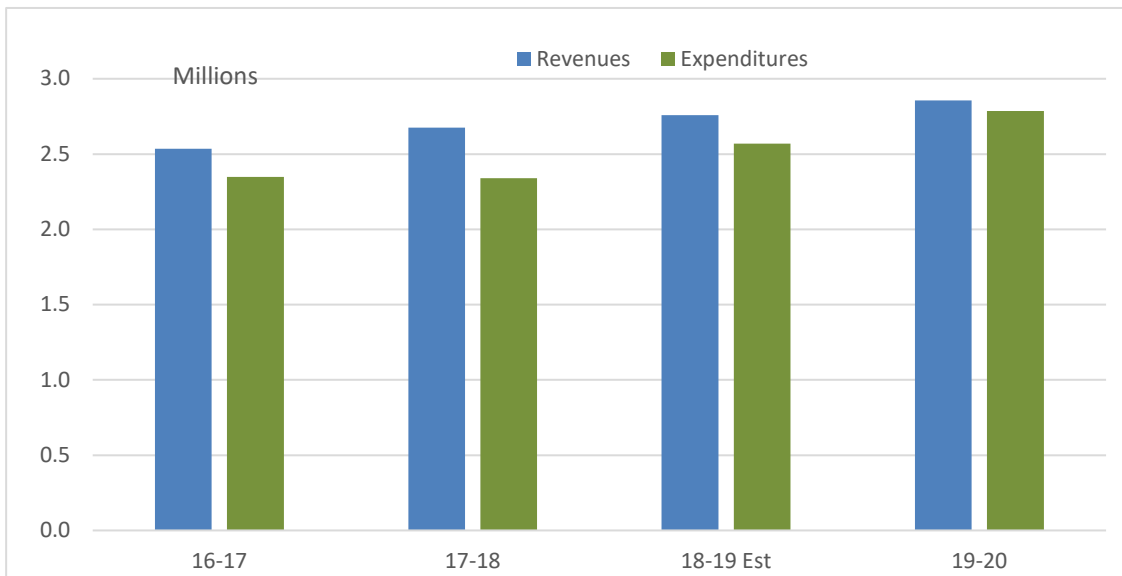
Business and Community Services  
Technology Services  
Public and Government Affairs  
Clerk  
Finance  
Technology Services  
Technology Services  
Emergency Communications  
Employee Services  
Employee Services  
Transportation and Development



**Golf Course (Business-type Activity)**

**Stone Creek Golf Course Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 888,449           | 775,818           | 861,314           | 861,352               | 750,059            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Fees & Fines                              | 2,528,583         | 2,668,427         | 2,850,521         | 2,750,000             | 2,850,000          |
| Other Revenue                             | 6,848             | 7,703             | 4,500             | 8,500                 | 7,000              |
| <b>Subtotal Current Revenues</b>          | <b>2,535,431</b>  | <b>2,676,130</b>  | <b>2,855,021</b>  | <b>2,758,500</b>      | <b>2,857,000</b>   |
| <b>Total Resources</b>                    | <b>3,423,880</b>  | <b>3,451,948</b>  | <b>3,716,335</b>  | <b>3,619,852</b>      | <b>3,607,059</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Materials & Services                      | 2,178,982         | 2,277,074         | 2,401,111         | 2,386,111             | 2,486,457          |
| Allocated Costs                           | 6,155             | 7,107             | 8,598             | 8,598                 | 11,499             |
| Capital Outlay                            | 162,924           | 56,415            | 179,800           | 175,084               | 288,000            |
| <b>Subtotal Current Expenditures</b>      | <b>2,348,061</b>  | <b>2,340,596</b>  | <b>2,589,509</b>  | <b>2,569,793</b>      | <b>2,785,956</b>   |
| Special Payments                          | -                 | -                 | 5,000             | -                     | 5,000              |
| Interfund Transfers                       | 300,000           | 250,000           | 324,500           | 300,000               | 200,000            |
| Reserve for Future Expenditures           | -                 | -                 | 530,561           | -                     | 366,065            |
| Contingency                               | -                 | -                 | 266,765           | -                     | 250,038            |
| Ending Fund Balance                       | 775,819           | 861,352           | -                 | 750,059               | -                  |
| <b>Total Requirements</b>                 | <b>3,423,880</b>  | <b>3,451,948</b>  | <b>3,716,335</b>  | <b>3,619,852</b>      | <b>3,607,059</b>   |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The *Stone Creek Golf Course Fund* was established to deposit and disburse funds from the daily operations of the golf course. Land was purchased and developed by *County Parks* with the intent to generate a long-term sustainable revenue stream from operations that would go directly to *County Parks* to support operations and maintenance needs.

Stone Creek Golf Club features a Peter Jacobsen/Jim Hardy scenically designed course with spectacular views of Mt. Hood and is an International Audubon Sanctuary. The golf course is laid out over 120 acres of land with old-growth Douglas Firs, lakes, four wetlands, and forty-three bunkers. The County contracts with Gordon Tolbert, owner of Total Golf Management Services, LLC (TGM), who manages, operates, and maintains the golf course. Stone Creek has received several awards and recognitions over the years, most notably:

- Voted # 6 on the list of most Eco-Friendly Golf Courses in America by Links Golf Magazine – January 2013
- Oregon PGA Senior Player of the Year – Gordon Tolbert – 2013
- Pacific Northwest PGA Section Professional of the Year – Gordon Tolbert – 2010
- Environmental Leaders in Golf Award – National Public Winner 2008, Chapter Public Winner 2005, 2006, 2007, Merit Public Winner 2004
- Golf Digest Best Places to Play (4 Stars) – 2006-2007
- Voted # 1 Best Value in the Pacific Northwest – Brainstorm Magazine 2004

**Revenue Summary**

Revenue is composed primarily of golf course fees which are budgeted to be \$2.85 million in fiscal year 2019-20, and a small amount of revenue is generated from interest earnings.

**Expenditure Summary**

Expenditures for contracted services to operate and maintain the golf course and the popular walking trail around the perimeter of the course make up the largest portion of the expenses, budgeted at \$2.41 million. Operating equipment and land and building improvements for the golf course are budgeted at \$288,000, with an interfund transfer of \$200,000 budgeted to support *County Parks Program* operations and maintenance.

**Significant Issues & Changes**

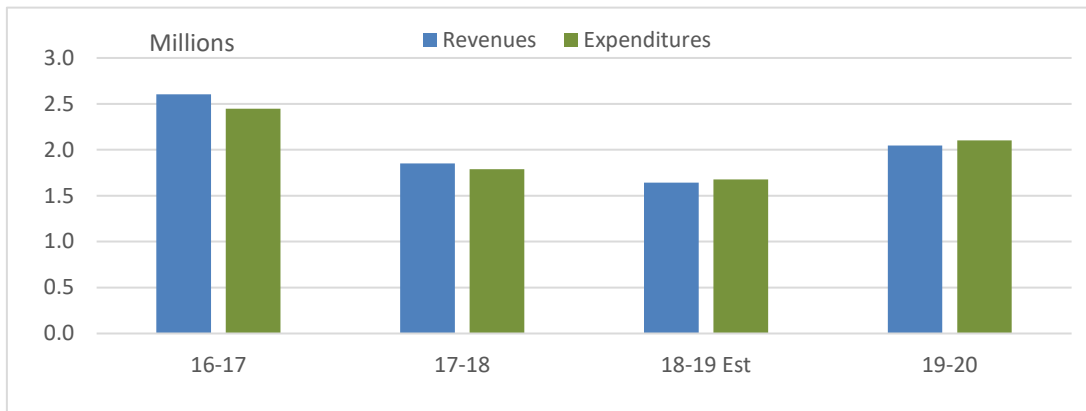
- BCS has been working with Total Golf Management Services, LLC (TGM) to set up a capital asset repair and replacement schedule. The goal is to determine the funds that need to be set aside annually to pay for the future repair and replacement of the *Stone Creek Golf Club Program's* capital assets.
- With the approval of the Board of County Commissioners in July 2012, the Forest and Timber Management Program began an accelerated timber harvest program with the goal of defeasing \$3,775,000 of *Stone Creek Golf Club Program* debt. The debt was paid off in November 2013, saving the County approximately \$1 million in interest expense. Defeating the debt helped ensure a long-term sustainable revenue stream for the *County Parks Program*.
- In fiscal year 2018-19, the *Stone Creek Golf Club Program* installed an emergency access road into the facility. This road will help decrease the time it takes for first responders to get to the Stone Creek Golf Club in cases of medical or other emergencies.



**Golf Course (Business-type Activity)**

**Clackamas Broadband Utility Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 144,699           | 270,865           | 313,589           | 313,589               | 243,898            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Licenses & Permits                        | 26,872            | 29,531            | 36,000            | 36,000                | 38,000             |
| Fees & Fines                              | 2,564,145         | 1,821,396         | 2,358,000         | 1,608,000             | 2,008,000          |
| Other Revenue                             | 13,806            | 2,255             | 200               | -                     | 200                |
| <b>Subtotal Current Revenues</b>          | <b>2,604,823</b>  | <b>1,853,182</b>  | <b>2,394,200</b>  | <b>1,644,000</b>      | <b>2,046,200</b>   |
| <b>Total Resources</b>                    | <b>2,749,522</b>  | <b>2,124,047</b>  | <b>2,707,789</b>  | <b>1,957,589</b>      | <b>2,290,098</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 248,720           | 330,125           | 342,353           | 361,900               | 375,209            |
| Materials & Services                      | 135,471           | 289,353           | 413,600           | 273,955               | 411,105            |
| Allocated Cost                            | 71,742            | 79,477            | 91,873            | 91,873                | 122,166            |
| Capital Outlay                            | 1,991,617         | 1,088,421         | 1,673,963         | 949,963               | 1,193,618          |
| <b>Subtotal Current Expenditures</b>      | <b>2,447,550</b>  | <b>1,787,376</b>  | <b>2,521,789</b>  | <b>1,677,691</b>      | <b>2,102,098</b>   |
| Special Payments                          | 31,106            | 23,082            | 36,000            | 36,000                | 38,000             |
| Contingency                               | -                 | -                 | 150,000           | -                     | 150,000            |
| Ending Fund Balance                       | 270,866           | 313,589           |                   | 243,898               |                    |
| <b>Total Requirements</b>                 | <b>2,749,522</b>  | <b>2,124,047</b>  | <b>2,707,789</b>  | <b>1,957,589</b>      | <b>2,290,098</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | 2.00              | 2.00              | 2.00              | 2.00                  | 2.00               |



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Clackamas Broadband eXchange (CBX) Fund was originally a capital fund managed by the Technology Services Department in coordination with the Finance Department. This project was initially funded from federal and matching funds for the American Recovery and Reinvestment Act (ARRA) grant under the Broadband Technology Opportunities Program (BTOP) grant project. With the completion of the grant in September 2013, the project has now moved into a self-support model much like a utility business. Primary activities include

- Management of the Clackamas Broadband eXchange capital, engineering and construction funds for continued expansion of fiber infrastructure.
- Project management personnel and activities.
- Coordination of all project contractors including engineering, environmental and construction.
- Coordination with all required agencies, partners, companies and clients.
- Development and coordination of policies, procedures, outreach and required documentation related to the management, construction and operation of the CBX Project.
- Maintenance and monitoring (24\*7\*365) of services to maintain the fiber plant.
- Continued marketing and partnering with local agencies, telecomm providers and businesses to provide both sales opportunities for CBX and economic growth opportunities for the County.
- Coordination with County departments such as Business & Economic Development to leverage CBX to assist in the marketing of the County to prospective businesses.
- Coordination with County Administration on potential options to utilize CBX to expand various services throughout the County.

### Revenue Summary

Ongoing funding is from fees assessed to connected sites and telecomm / cable service providers utilizing the fiber. This revenue is expected to grow as additional connections are made and the fiber plant is expanded. While not revenue, CBX also receives additional capital in the form of additional fiber construction paid for by our customers and ownership transferred to CBX.

### Expenditure Summary

For FY2019-20 the total initial CBX budget is \$2,290,098 (continued growth is expected as new reimbursed construction projects are added) with expenditures planned for the fiscal year including staffing for the project manager and network engineer (\$375,209 / 16.38%) and fiber plant maintenance / repairs / relocations (\$275,000 / 12.01%). Initial estimated construction (\$1,193,618 / 52.12%). Any additional net revenue will be utilized in the construction of expanded fiber opportunities as funding permits or in partnership with other agencies and businesses.

### Significant Issues & Changes

- Continued to develop business with fully self-sufficient operation, funding and management.
- Continued planning / construction for the expansion of the fiber plant as funding allows to provide new business, service and economic opportunities for agencies, businesses and public.
- Designed and implemented a 10GB fiber link between Clackamas County 911 and Washington County 911 for the Regional E-911 Consortium "MAJCS".
- Planned and developed partnerships with several local Telecommunication Companies.
- Continued marketing and partnerships of the fiber plant to promote new site connections and commercial utilization.
- Enhanced public and business outreach including project web site in coordination with Public and Government Affairs
- Evaluation of additional potential service opportunities utilizing the fiber by both CBX and other County agencies.
- Began reviewing providing potential ISP services if / where they made business sense and fulfilled a service gap.



- Developed and published a Request for Information (RFI) to solicit Private-Public Partnerships (PPP) with other ISP vendors to meet the broadband goals of the Board of County Commissioners for all County residents & businesses.
- Started open communications with the ISP vendors to stimulate partnership, dialogue and ideas.
- Started research into several potential service projects and programs such educational programs etc.
- Expanded fiber plant to agencies in adjacent Counties.
- Established a Construction Contingency to help safeguard against construction overrun liability.

**Goals for Next Fiscal Year:**

- Continue Marketing Program utilizing services of PGA and other sources to expand outreach.
- Utilizing dedicated project manager, further develop a comprehensive CBX Business Plan / Feasibility Study to determine options for the future of CBX and coordinate with County Administration on the direction.
- Develop and implement the initial phases of new services and revenue models based on the Business Plan.
- Maintain positive revenue growth in order to increase maintenance coverage and capital construction budgets.
- Bid and hopefully begin construction on several larger regional projects.
- Design and implement a 3<sup>rd</sup> route to an Internet Point-of-Presence (such as Denver) for COOP redundancy
- Design and implement secure route to connect Oregon State Services to County.
- Continued coordination with Department of Business and Economic Development into potential partnerships with local businesses. Research potential incentive program to promote development of knowledge based businesses.
- Develop program for partnership with local public entities to expand the fiber plant into the greater Portland area and other counties as possible.
- Develop, evaluate and implement potential options for the CBX portfolio to include new network / security support services for customers on CBX as identified in the CBX Business Plan.
- Connect additional school districts, businesses, local telecoms and agencies to the CBX network.
- Coordinate with broadband transport vendors to provide additional services.
- Expand use of DWDM equipment to maximize utilization of the fiber optic plant.



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**CLACKAMAS**  
C O U N T Y



*Fund is closed*

**Cable Administration Fund (Closed)**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b><u>Resources by Category</u></b>       |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 343,527           | -                 | -                 | -                     | -                  |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Local Revenue                             | -                 | -                 | -                 | -                     | -                  |
| Fees & Fines                              | -                 | -                 | -                 | -                     | -                  |
| Other Revenue                             | -                 | -                 | -                 | -                     | -                  |
| Interfund Transfers                       | -                 | -                 | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | -                 | -                 | -                 | -                     | -                  |
| <b>Total Resources</b>                    | <b>343,527</b>    | -                 | -                 | -                     | -                  |
| <b><u>Requirements by Category</u></b>    |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | -                 | -                 | -                 | -                     | -                  |
| Materials & Services                      | -                 | -                 | -                 | -                     | -                  |
| Allocated Costs                           | -                 | -                 | -                 | -                     | -                  |
| Capital Outlay                            | -                 | -                 | -                 | -                     | -                  |
| <b>Subtotal Current Expenditures</b>      | -                 | -                 | -                 | -                     | -                  |
| Interfund Transfer                        | 343,527           | -                 | -                 | -                     | -                  |
| Reserves                                  | -                 | -                 | -                 | -                     | -                  |
| Contingency                               | -                 | -                 | -                 | -                     | -                  |
| Ending Fund Balance                       | -                 | -                 | -                 | -                     | -                  |
| <b>Total Requirements</b>                 | <b>343,527</b>    | -                 | -                 | -                     | -                  |



**Description of Fund**

Cable Communications:

- negotiates cable franchise agreements and renewals on behalf of the Board of County Commissioners
- makes recommendations on all requests by cable companies for transfers of ownership and mergers
- monitors PEG (public, educational and government) funding for access centers
- provides consumer protection for citizens and subscribers in cable television matters as modified by the 1996 Telecommunications Act, including complaint resolution for cable operations in the unincorporated areas of the County
- enforces cable company compliance with the franchise agreements
- reviews rate changes as established by the 1992 Cable Act
- produces programming for and operates the Clackamas County Government Channel

The Clackamas County Government Channel airs documentaries, meetings, workshops, public service announcements and original County-produced programming to broaden public knowledge and interest with County government and services. In April 1996, the government access channel was available to approximately 20,000 AT&T subscribers. Today, through the use of PEG-funded, County government access equipment, the channel is broadcast to 99% (approximately 30,000) of the cable subscribers of twelve (12) cable franchises with nine (9) cable companies operating in unincorporated Clackamas County. Additionally, another 30,000 cable subscribers within the cities of Clackamas County are able to view the Clackamas County Government Channel twenty-four hours per day, seven days per week. Also, weekly Board of County Commissioners' meetings and other special programming are carried to over 200,000 homes for viewing in the surrounding metropolitan area.

**Significant Issues & Changes**

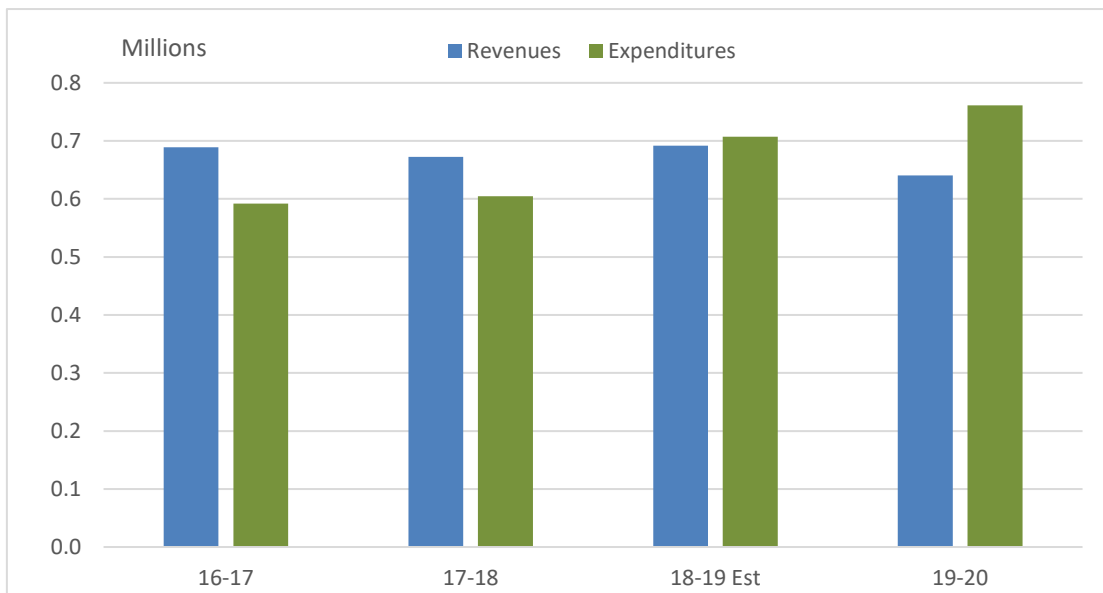
During fiscal year 2016-17 the Cable Administration Fund was closed and activities are now accounted for in the General Fund.



**General Government**

**Records Management Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 8,664             | 105,746           | 173,401           | 173,401               | 157,935            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Charges for Services                      | 689,019           | 672,180           | 685,108           | 691,622               | 640,177            |
| <b>Subtotal Current Revenues</b>          | 689,019           | 672,180           | 685,108           | 691,622               | 640,177            |
| <b>Total Resources</b>                    | <b>697,683</b>    | <b>777,926</b>    | <b>858,509</b>    | <b>865,023</b>        | <b>798,112</b>     |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 387,221           | 371,575           | 458,095           | 458,105               | 472,091            |
| Materials & Services                      | 86,681            | 91,250            | 112,483           | 112,057               | 111,998            |
| Allocated Costs                           | 118,034           | 141,699           | 136,926           | 136,926               | 177,353            |
| Capital Outlay                            | -                 | -                 | -                 | -                     | -                  |
| <b>Subtotal Current Expenditures</b>      | 591,936           | 604,524           | 707,504           | 707,088               | 761,442            |
| Contingency                               | -                 | -                 | 151,005           | -                     | 36,670             |
| Ending Fund Balance                       | 105,747           | 173,402           | -                 | 157,935               |                    |
| <b>Total Requirements</b>                 | <b>697,683</b>    | <b>777,926</b>    | <b>858,509</b>    | <b>865,023</b>        | <b>798,112</b>     |
| <b>Budgeted Full-Time Equivalents</b>     | 5.00              | 5.00              | 5.00              | 5.00                  | 5.00               |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

Records Management provides records and information management services to the County and is organized in the program areas of document conversion, records storage, records maintenance, records destruction, records and information management, and passport services.

*Document Conversion* services include scanning documents and microfilm to digital, and processing digital documents to the County's electronic document management system and/or to microfilm. County historic and permanent records are microfilmed in compliance with all applicable laws and rules.

*Records Storage* services supports and maintains the County Records Center where over 22,000 cubic feet of records are safely and efficiently stored. Departments can request on-line same-day records courier pickup and/or delivery services. Bar code technology is used for efficient tracking of records.

*Records Destruction* services are performed in compliance with all applicable laws and rules. On-site, confidential document shredding services are available.

*Records and Information Management* provides support in the areas of records retention scheduling services, records management training and guidance, and supports the development and adoption of countywide information policies and procedures. Records Management represents the County in records management concerns and is the liaison between and County and Oregon State Archives.

*Passport Services* provides passport application acceptance and passport photo services to the public. Records Management Staff is recertified annually by the US Department of State. This insures all passports processed in compliance with rules and laws set in place by the US Department of State. To date Records Management has processed 2536 passports in current FY 2018-19.

Space is provided for County Court Records in the Silver Oaks Building located at 1810 Red Soils Ct. A portion of the warehouse is provided for storage of courthouse records, resulting in daily retrieval and deposit of court records by state employees.

**Revenue Summary**

Records Management is funded through the cost allocation system which generates annual charges to departments.

Passport revenue that accounts for approximately 23.80% of total resources budgeted in FY 2019-20.

**Expenditure Summary**

Personnel services comprise 59.15% of the budget and support 5 full-time equivalent positions. Cost Allocation Charges from other County Departments account for 22.22% of the budget. Materials and services account for 14.03% of the budget. The larger items in this category include microfilming services, and the cost to shred confidential records. Contingency accounts for 4.59% of the budget.

**Significant Issues & Changes**

Records Management is continuing their efforts to insure that all County records are stored, maintained, and preserved in compliance with the Rules and Laws of the Oregon State Archives. Records Management is dedicated to informing Departments of the importance of using Records Management for their Document Management needs.

*County Archives:* The Counties records archives has moved into a larger space within the CUP building. This is part of the Central Utility Plants (CUP) Phase II project. This is located at 1710 Red Soils Ct. This new space is climate and temperature controlled to ensure all of the Counties Historical and Vital records are being stored in compliance with the Oregon State Archives laws and rules.

*County Departments Scanning Permanent Records:* Records Management is continuing its efforts to convey the importance of County Departments converting permanent records to security rolls of film. Further efforts are being made to inform and assist County Departments with their permanent electronic records. The County uses a software program called Alfresco. This software program includes a Records Management module which is DOD 5015 compliant. DOD 5015 stands for Department of Defense. It is the goal of Records Management to utilize the Alfresco – Records Management module to safely store the Counties permanent electronic records. Over the next fiscal year we anticipate that we will receive further requests for this vital function.

*Departments electing not to Use Records Management Services:* Some County Departments continuing not to use services provided by Records Management resulting in higher allocated costs for the other departments, and reduced efficiencies and quality controls.

Records Management has started construction of a new film processing room. This will enable Records Management to create archival film in house. This will help reduce the cost of document conversion by not sending digital images to outside vendors for processing.

Records Management has installed a new passport counter with security glass. This new counter space increases the safety of Records Management staff in the event of an incident.



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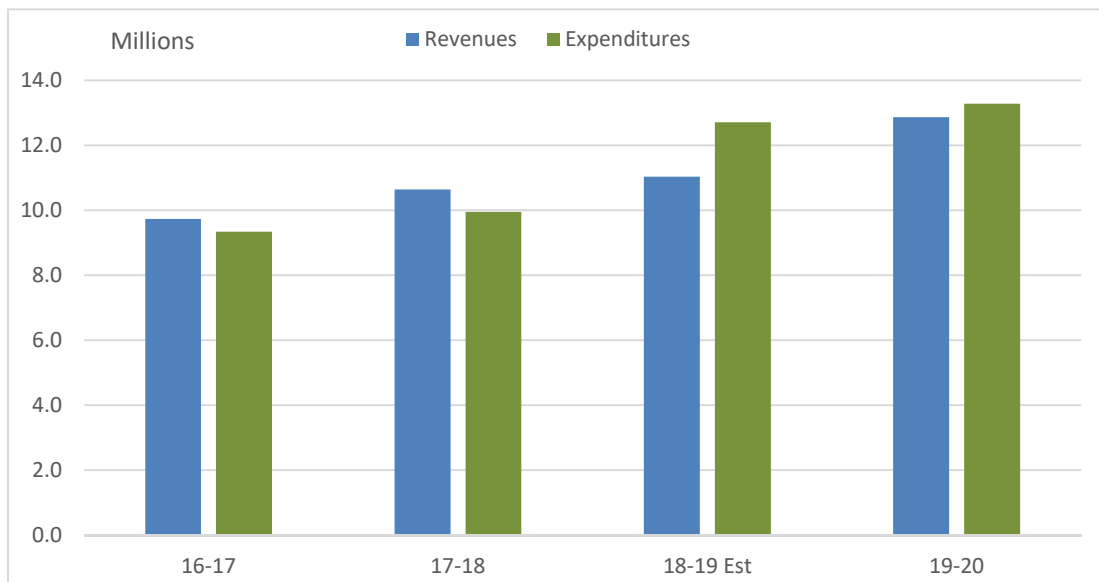




**General Government**

**Facilities Management Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 1,180,194         | 1,573,716         | 2,266,901         | 2,266,901             | 597,860            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Charges for Services                      | 7,644,576         | 8,529,113         | 8,722,920         | 8,739,791             | 10,478,599         |
| Other Revenue                             | 14,309            | 19,552            | 6,924             | 4,928                 | -                  |
| Interfund Transfers                       | -                 | -                 | -                 | -                     | -                  |
| Utility Reimbursement                     | 2,073,382         | 2,088,299         | 2,288,726         | 2,288,726             | 2,381,858          |
| <b>Subtotal Current Revenues</b>          | <b>9,732,267</b>  | <b>10,636,964</b> | <b>11,018,570</b> | <b>11,033,445</b>     | <b>12,860,457</b>  |
| <b>Total Resources</b>                    | <b>10,912,461</b> | <b>12,210,680</b> | <b>13,285,471</b> | <b>13,300,346</b>     | <b>13,458,317</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 3,543,880         | 4,219,330         | 5,624,913         | 5,276,487             | 6,140,298          |
| Materials & Services                      | 5,361,320         | 5,354,313         | 6,063,508         | 6,190,593             | 6,099,343          |
| Allocated Costs                           | 334,429           | 356,736           | 372,776           | 372,776               | 472,676            |
| Capital Outlay                            | 99,116            | 13,400            | 1,049,000         | 862,630               | 566,000            |
| <b>Subtotal Current Expenditures</b>      | <b>9,338,745</b>  | <b>9,943,779</b>  | <b>13,110,197</b> | <b>12,702,486</b>     | <b>13,278,317</b>  |
| Contingency                               | -                 | -                 | 175,274           | -                     | 180,000            |
| Ending Fund Balance                       | 1,573,716         | 2,266,901         |                   | 597,860               |                    |
| <b>Total Requirements</b>                 | <b>10,912,461</b> | <b>12,210,680</b> | <b>13,285,471</b> | <b>13,300,346</b>     | <b>13,458,317</b>  |
| <b>Budgeted Full-Time Equivalents</b>     | <b>42.00</b>      | <b>48.00</b>      | <b>51.00</b>      | <b>51.00</b>          | <b>51.00</b>       |



**Current Operating Revenues vs. Expenditures**

**Description of Fund**

Facilities Management provides maintenance and management services to owned and leased facilities housing County departments. Services provided include (but are not limited to) the following:

- Contract management and negotiation for janitorial, alarm monitoring, grounds keeping, and other needed facilities services
- A complete range of facilities maintenance services including heating, ventilating and air conditioning, plumbing and electrical repairs, and various preventative maintenance programs
- Consulting, space planning and project management services on building retrofits, remodels and new construction
- Access control, alarm and security systems maintenance and annual testing and County-wide ID/access badging program
- Lease management for County-rented office and storage space
- Utilities services including electricity, natural gas, water, sewer, trash disposal, recycling collection and energy management
- Construction and remodel services to County facilities and departments
- Emergency after-hours response

**Revenue Summary**

Revenue for on-going operations and maintenance comes from charges to building occupant fees collected through the County's cost allocation system, which covers projected expenditures for the coming year. Special projects, remodels, and new construction are estimated and billed to departments as performed. Approximately 11% of revenue comes from sources outside the cost allocation system.

**Expenditure Summary**

Materials and services, which account for 45% of total expenditures, consist of maintenance services, supplies and regulatory agency fees. Of the Materials and services, 51% is to Contracted Services which includes contracted services like landscaping and janitorial. Personnel services account for 45% of this year's expenditures. Utilities costs are separated from other Facilities allocations. They have their own revenue and expense accounts for better tracking and transparency. Utility costs account for 17% of the Facilities' budget.

**Significant Issues & Changes**

Facilities Management has handled a number of major improvement projects this past year including: remodel the 2nd floor of the Central Utility Plant. A number of large maintenance projects were completed which included replacement of roofs at Public Services Building, Bill Bowman Building, Silver Oak Building, Oregon State University Extension Building, and Fair Ground Main Pavilion; along with resealing and repair work on several parking lots. Facilities Management has been involved in the designing and preparation for the new Oregon State University Extension building and Courthouse.

Facilities Management work in the new fiscal year include: construction of the Oregon State Extension Building, expansion of the Utilitdor, to clean and seal the exterior of several buildings, to make Americans with Disability Act improvements to the Jail, and implementation of the new Asset Management Software Program for the Division.

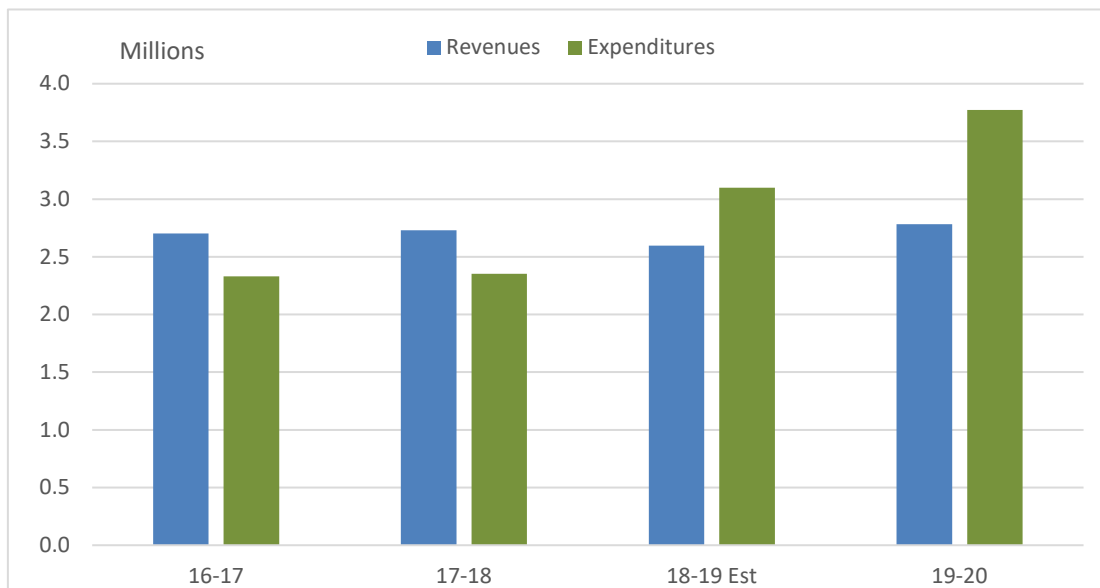


**General Government**

**Telecommunication Services Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 744,588           | 1,114,437         | 1,492,099         | 1,492,099             | 991,811            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Charges for Services                      | 2,695,849         | 2,718,417         | 2,548,623         | 2,597,921             | 2,781,247          |
| Other Revenue                             | 5,627             | 12,635            | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | <b>2,701,476</b>  | <b>2,731,052</b>  | <b>2,548,623</b>  | <b>2,597,921</b>      | <b>2,781,247</b>   |
| <b>Total Resources</b>                    | <b>3,446,064</b>  | <b>3,845,489</b>  | <b>4,040,722</b>  | <b>4,090,020</b>      | <b>3,773,058</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 760,088           | 794,457           | 1,055,564         | 925,810               | 1,074,871          |
| Materials & Services                      | 1,279,584         | 1,318,859         | 1,568,800         | 1,636,554             | 1,679,170          |
| Allocated Costs                           | 180,401           | 186,656           | 215,845           | 215,845               | 259,017            |
| Capital Outlay                            | 111,554           | 53,418            | 1,200,513         | 320,000               | 760,000            |
| <b>Subtotal Current Expenditures</b>      | <b>2,331,627</b>  | <b>2,353,390</b>  | <b>4,040,722</b>  | <b>3,098,209</b>      | <b>3,773,058</b>   |
| Ending Fund Balance                       | 1,114,437         | 1,492,099         | -                 | 991,811               | -                  |
| <b>Total Requirements</b>                 | <b>3,446,064</b>  | <b>3,845,489</b>  | <b>4,040,722</b>  | <b>4,090,020</b>      | <b>3,773,058</b>   |

|                                       |      |      |      |      |      |
|---------------------------------------|------|------|------|------|------|
| <b>Budgeted Full-Time Equivalents</b> | 5.00 | 6.00 | 6.00 | 6.00 | 6.00 |
|---------------------------------------|------|------|------|------|------|



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Telecommunication Services Fund is an internal service fund within the Technology Services Department providing electronic, security and telecommunications support to all county departments and some outside agencies, including fire / police departments, city public works departments and school districts. Primary responsibilities include:

- Design, installation, maintenance and management of the enterprise telecommunications network, voice servers, voicemail, long distance, call centers, unified communications, Voice over IP, WiFi, session border controllers and business services
- Security systems such as access controls, CCTV, fire alarms, intrusion alarms, alert notification and intercoms
- Integrated Alert Notification systems including panic alarms, phone messaging, PC alerts and alarms
- Video and Audio conferencing solutions
- Smart mobile devices, pagers and other integrated portable devices and applications
- Installation, maintenance and management of VHF / UHF radio communication systems, antennas and FCC licensing requirements.
- Closed circuit video security including cameras, video storage, discovery and management (over 1000 Security cameras and 150+ Traffic cameras)
- Video Arraignment services
- Private network E911
- Low-voltage wiring for data / telephone / security / cable TV / door access controls / fire & intrusion alarm and campus fiber optics for County facilities
- Installation and support for a large portion of the audio/visual equipment such as large TV displays, integrated systems, speakers and paging systems
- Coordination with Facilities, vendors, utilities and other key partners on projects such as relocations, remodels, new facilities, building upgrades etc. Maintain, document and enforce the Technology Services standards for buildings and County supported facilities.

**Revenue Summary**

Telecommunication Services receives a majority of its revenue from charges to County departments and outside agencies for services rendered. Operating much like a business, we recover expenditures for local telephone, long distance, cellular and paging services by billing each department for their usage. We also charge for projects such as adding and moving telephone and data cabling, installation of security systems and AV solutions. Rates are maintaining at costs with the average labor rate of \$60 /hour, based on the cost of providing those services and compares with industry rates of \$70 to \$120 /hour. Some revenue is also from allocation to departments based on the use of CCTV cameras for the support and maintenance of the County CCTV systems.

**Expenditure Summary**

For FY2019-20 the total Telecommunication Services Budget is \$3,773,058. Telephone, cellular phone and pager expenses amount to \$953,000 or about 25.26% of total expenditures and are found in the materials and services category. Electrical supplies and equipment repairs and maintenance amount to \$586,000 or 15.53% of total costs. Personnel services account for about 28.49% and are budgeted at \$1,074,871. Electronic Services also maintains an Operating Reserve utilized to fund the replacement of the several large voice servers, voicemail server, Call Center servers, Unified Communication servers and security video storage arrays – this fund varies from < \$200,000 to > \$1,000,000 depending on when the equipment is replaced or upgraded. For FY2019-20 this reserve is estimated at \$760,000 or 20.14%. There are several large capital replacement / upgrade projects planned for FY2019-20.

## Significant Issues & Changes

- Continue to expand capabilities and services of wireless device management service to securely support smart phones / tablets / devices so users can securely access County systems and applications in support of mobile County services throughout the County. Currently support over 1100 mobile devices.
- Continue to enhance phone services to provide additional capabilities and services such as mobile forwarding, video conferencing, voice mail services and call center support etc. Includes continuous evaluation of new services to determine the technical and business feasibility for County utilization.
- Enhanced and expanded security systems including video, alarms, access controls and other related services.
- Completed design and installation of voice and data services for the new Tourism Office in West Linn
- Completed upgrade to Holman Building UPS and connection of new generator
- Completed equipment upgrades to Video Arraignment at the Sheriff's Office Jail.
- Designed and coordinated cellular broadband for the new Veterans Village
- Started program to upgrade all elevator phones in the County
- Completed upgrade to Private Network E911 server for enhanced capabilities and positions the County to comply with forthcoming regulatory changes.
- Maintained and expanded VHS Radio Services for several departments (Sheriff's Office, Jail, Facilities, Roads, WES)
- Installed numerous A/V solutions (video conferencing, TV Displays, etc.) in departmental conference rooms
- Continued coordination with Telecomm vendors to reduce costs, negotiate service packages etc.
- Design and Installation of voice and data services, wiring, security, video visitation, audio/visual and video surveillance for County sites such as: (DSB, PSB, CCOM, Central Utility Plant, Community Corrections, Courthouse, Holman Building, Dog Services, Sheriff's Office Evidence Facility, Housing Authority, Health Centers, Jail, Sheriff's Office Brooks Building, TS)
- Continued addition of new CCTV video surveillance around the County including expanded use of high definition cameras and recording.
- Continued to provide Underground Utility Locates as an added service to County departments
- Research into new security related services to improve responsiveness, enhanced alert communications, and maintain staff and customer security in an ever changing threat environment. Setup test lab using new Alertus system. Received permission to proceed with beta-test in County facilities.
- Provided the technical design specifications of the new OSU Extension Center, potential new Silver Oaks Technology Services Center, Tri-Cities Wastewater Facility, possible new Traffic Maintenance Facility and various health clinic remodels and the remodel of TS1 Operations Center.

### Goals for Next Fiscal Year:

- Design and Installation of voice and data services, wiring, security, video visitation, audio/visual and video surveillance for any new County sites such as required. (Brooks, Silver Oaks, OSU Extension Center, Health Center Remodels, Potential new Courthouse, numerous additional remodels, etc.)
- Upgrade operating systems in DSB, Red Soils (CCOM), Holman and Brooks voice servers.
- Complete addition of geographically separate SIP Voice controller and Session Border controller.
- Upgrade Call Center servers.
- Install and test the beta implementation of the Alertus system. Establish an allocation system and begin County wide installation of system.
- Ramp up the rollout of Unified Communication Services and SIP phones. Implement Voice Mail access via Exchange.
- Expand the marketing and deployment of Unified Messaging Services as part of new suite of Enterprise services
- Expand CCTV services including additional cameras, high definition options, replacement of older analog devices and upgrade of CCTV video storage
- Expand utilization and capabilities of the new Telecomm Billing services with reduced paper and enhanced reporting / tracking capability
- Continue to coordinate with telecomm vendors to reduce costs, enhance and expand services to the County
- Provide additional video conferencing options to County
- Develop mobile device tracking system that allows County to enhance safety of mobile staff while protecting privacy
- Continue to coordinate with County Departments on efficient utilization of Communication Services, expansion of service options & capabilities, and reduction in costs when possible
- Look into other potential service / revenue options to enhance service levels and capabilities, contain costs and take advantage of service partnerships
- Assist in the technology design / standards of the new Red Soils buildings (Courthouse, Utilidor, OSU Extension etc.) and relocated facilities (H3S, TS, etc.) as required in the planning of the Red Soils Campus.



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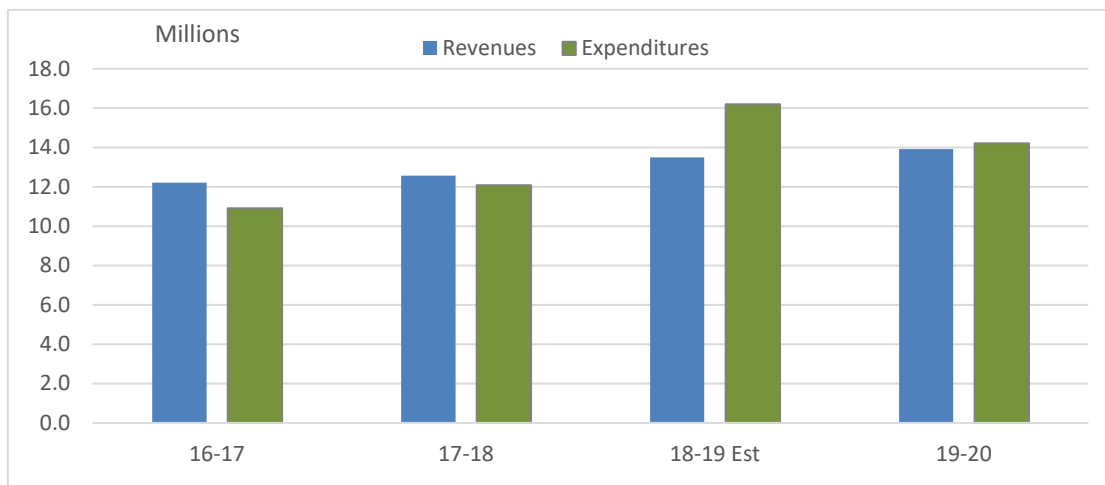
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**General Government**

**Technology Services Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 2,044,289         | 3,343,374         | 3,847,012         | 3,847,012             | 1,135,958          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| State Revenue                             | 84,000            | 84,000            | 35,000            | 42,000                | 35,000             |
| Charges for Services                      | 11,763,182        | 12,205,256        | 13,192,515        | 13,193,854            | 13,799,696         |
| Other Revenue                             | 292,105           | 252,847           | 188,026           | 220,567               | 83,000             |
| Interfund Transfers                       | 73,000            | 35,000            | 35,000            | 35,000                | -                  |
| <b>Subtotal Current Revenues</b>          | <b>12,212,287</b> | <b>12,577,103</b> | <b>13,450,541</b> | <b>13,491,421</b>     | <b>13,917,696</b>  |
| <b>Total Resources</b>                    | <b>14,256,576</b> | <b>15,920,477</b> | <b>17,297,553</b> | <b>17,338,433</b>     | <b>15,053,654</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 7,033,720         | 7,576,844         | 7,950,269         | 8,273,731             | 8,581,992          |
| Materials & Services                      | 1,908,300         | 2,370,688         | 4,563,467         | 4,102,079             | 3,001,260          |
| Allocated Costs                           | 1,394,743         | 1,466,407         | 1,451,859         | 1,451,859             | 1,735,944          |
| Capital Outlay                            | 576,439           | 659,526           | 2,495,000         | 2,374,806             | 897,500            |
| <b>Subtotal Current Expenditures</b>      | <b>10,913,202</b> | <b>12,073,465</b> | <b>16,460,595</b> | <b>16,202,475</b>     | <b>14,216,696</b>  |
| Reserves                                  | -                 | -                 | 306,958           | -                     | 306,958            |
| Contingency                               | -                 | -                 | 530,000           | -                     | 530,000            |
| Ending Fund Balance                       | 3,343,374         | 3,847,012         |                   | 1,135,958             |                    |
| <b>Total Requirements</b>                 | <b>14,256,576</b> | <b>15,920,477</b> | <b>17,297,553</b> | <b>17,338,433</b>     | <b>15,053,654</b>  |
| <b>Budgeted Full-Time Equivalent</b>      | <b>47.50</b>      | <b>47.50</b>      | <b>47.50</b>      | <b>47.50</b>          | <b>48.00</b>       |



**Current Operating Revenues vs. Expenditures**



Description of Fund

The Technology Services Fund is an internal service fund providing technology direction, support and services for County departments, some outside agencies and many services to the public. Primary responsibilities include:

- Overall development, management and direction of technology, standards, policies and services for the County
- Infrastructure services such as storage, backups, user management, monitoring, operations, email, server support, virtualization, networking, security, databases and other critical systems
- Security including anti-virus, anti-malware, firewalls, alerts, user permissions, intrusion detection, SPAM, mobile security, multi-factor, encryption, certification management, audit and compliance management etc.
- Network including all WAN, LANs, data communications, wireless, security and Internet access / monitoring
- Server management including virtual server farms, web servers, database servers, application hosting (SaaS)
- Storage solutions including multi-tier storage, backups, recovery, performance monitoring, disaster recovery
- Account management including Active Directory, permissions, security, licensing, allocation, forecasting etc.
- License and Vendor management such as Microsoft Office Suite, Operating Systems, Databases, Vendor Systems, O365, maintenance and support contracts, license audits etc.
- Applications support and development, desktop and web based development, business analysis, vendor management, data integration, application hosting, database design and maintenance, etc.
- PeopleSoft Enterprise Management System including Finance, Human Resources, Budgeting, Performance Clackamas Metrics, Workforce Timekeeping and related business systems.
- Geographic Information Systems including all data layers, mapping, aerial photography, applications and lidar
- Technology procurement to including ordering, assets tracking, licensing, contract management, price negotiations, business review, requests for proposal assistance, allocation and vendor management
- Technical support for PCs, laptops, notebooks, pads, printers, scanners and peripherals including full call center, technician support, technical bench and parts inventory
- Web development and support including Internet / Intranet / Mobile support of security and applications, workflow solutions, data integration and Drupal content management system in support of PGA content management.
- Disaster Avoidance / Assessment & Recovery (COOP) design, development & coordination related to technical support & services. Includes staffed 24\*7\*365 monitoring and after hour services.
- Document management including applications and overall document retention
- Oversight of the Technology 4 Teaching nonprofit
- Technology consulting, project management, planning, business design, budgeting and design
- Enhanced use of Open Source Technology and hybrid cloud services to promote cost savings
- Mobile Technology including Mobile devices, remote access, device certification, and secure application delivery
- Specialized application support / development / integration for departmental specific services & requirements
- Support of the Technology Learning Center (TLC). Includes classes / CBT on utilization of technology
- Support of much of the County Audio Visual (A/V) equipment and specialized A/V Conference Rooms
- Business systems integration & analysis in the efficient utilization of technology to support County operations
- Data analytics, warehousing, integration, mapping, security and governance support.
- Secure hybrid integration with on-premise services and vendor hosted (SaaS) cloud based solutions
- Enterprise Database Administration including design and management, analytics, data integration, data governance, MFR assistance and business data consulting

Revenue Summary

To support three data centers, 2,800+ computing devices, 500+ network devices, 850+ peripherals, 1100+ mobile devices, over 250 servers (including virtual) and hundreds of applications throughout the County, Technology Services (TS) receives a majority of its revenue from charges to County departments and outside agencies via a utilization allocation system and direct billings. It also receives General Fund support for some enterprise wide operations. Some costs are also recovered for providing application / web support and development, internet access, e-mail administration, and software licensing / maintenance as well as the sale of Geographic Information System (GIS) products and services. The GIS Technology Fee also provides funding from land use document recordings.



## Expenditure Summary

For FY19-20 the total Technology Services (Fund 747) Budget is \$15,239,977. Maintenance, support and communication contracts including licensing for hardware and software products account for approximately 15.40% (\$2,346,310) of our budget while staffing requirements account for 56.08% (\$8,546,130), hardware / software purchases 8.06% (\$1,228,030) and capital replacement reserve / contingency is % (\$606,958). This FY is part of a 3 year project to replace a significant portion of the infrastructure which accounts for the increase in H/S spending and reduction in capital reserve.

## Significant Issues & Changes

- Continued to design and implement technology enhancements and support (including network, wireless, video security, audio visual, wiring and other required services) for the new / remodeled County facilities as required such as the Health Centers, DSB, PSB, Brooks and numerous conference rooms and lobbies, etc.
- Continue to design and implement resilient systems (utilizing many services such as redundancy, load balancing, virtualization) to enhance the performance and availability of key services, especially in emergency situations.
- Continued coordination of updated County technology disaster recovery plan in concert with Emergency Operations Center departments. Expanding to incorporate hybrid Cloud / Off-Premise options.
- Enhanced Technology Services catalogue, continuing to align services with new Performance Clackamas structure including new metrics and updated Service Level Agreement for departments.
- Updates to TS Allocation System to be more accurate and flexible with Performance Clackamas finance structure. Expanded TS outreach to departments in strategic planning for utilization of technology to help contain costs.
- Upgrades to several key County applications such as Acella, Ascend, PlanMap, WESWorks, WebEOC, Helion etc. Complete implementation of new systems such as Justice Court (Tyler), Contracts (Cobblestone), Training (DashTrain) and numerous smaller applications.
- Continued expansion of capabilities and availability of online GIS applications including online services to other local agencies. Addition of several key GIS data layers in support of County operations such as WES, DTD, EOC etc.
- Continued further development / upgrades to web applications to be more mobile friendly service oriented.
- Continue the support and development of security for increasing threats to the County, especially Phishing. Includes increased Malware protection, network firewalls, Spam & web filters, certificates, encryption etc. Implemented security training system (KnowBe4) to train County staff on security best practices. Working with PGA for County rollout. Coordinating with County Counsel / Auditor on development of Security Policies and Standards (inc HIPAA & CJIS)
- Continued review of technology utilization and strategic planning in the County to ensure alignment with business requirements, enhance services and further investigate cost reduction options such as cloud or hosted services.
- Expanding development of business reviews and participation in departmental planning to better integrate technical services with business requirements.
- Upgrades to PeopleSoft, Workforce and other key business systems. Coordination with HR & FIN on next steps in enhancing the capability and utilization of the business systems. Includes FIN / HR business review on the utilization of PeopleSoft and potential future direction of County business systems.
- Coordination with State CJIS, Sheriff Office & vendors on design of new Enterprise network architecture & upgrade plan. Begin the process of preparing systems for major upgrade and security enhancements.
- Migration of County desktops to Office 2016. Enhancements to the overall process of configuring, deploying, managing and upgrading desktop systems.
- Continued implementation of Performance Clackamas / MFR process. Assisted in the development of new metrics for departments. Implemented new ClearPoint online MFR reporting system. Assisting County Administration on next phases in the development of Performance Clackamas, data management, metrics, reporting and overall analytics.
- Modified department Performance Reviews to be more efficient & compatible with Performance Clackamas initiatives.
- Designed and implemented the initial migration of the regional 911 (MAJCS) centers Computer Aided Dispatch (CAD) system including providing technical support for the multiple regional datacenters hosting the MAJCS CAD System.
- Initiated a Data Analytics Team led by TS to provide overall data design, mapping, security, integration, best practices, policy, utilities, integration and overall coordination to data teams, projects and initiatives.
- Migrated County Intranet site to Drupal Content Management System. Coordinated with PGA on vendor based review / remodel of County Drupal Internet site to be released in 2019. Enhanced Drupal capabilities and functionality.
- Upgraded storage systems to utilize high-performance solid state storage and network connectivity.
- Expanded SEG (Software Evaluation Group) process to review all software requests to ensure efficient, secure, supportable and appropriately designed solutions to meet County / departmental business needs.
- Developed a TS 3 year Strategic Plan covering the basic direction and initiatives of the department.

- Research into moving to hybrid Cloud / Premise architecture for both applications (SaaS) and services (PaaS). Several new applications now on hosted sites with TS working with vendors on integration of data and services.
- Completed redesign of TS1 Data Center to include new high efficiency UPS and HVAC services.
- Created lab for the Alertus Alert System. Received approval to proceed with Beta system. Working on policy support.

### **Goals for Next Fiscal Year**

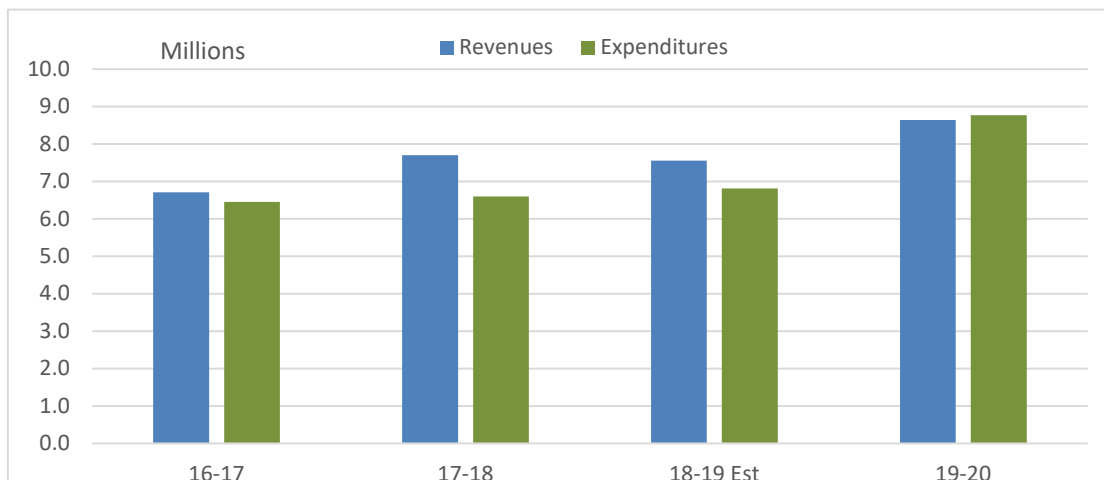
- Continue to development and implement efficient, business driven and reliable technology direction and utilization for the County, departments, agencies, citizens and businesses.
- Continue to design & implement technology enhancements (network, wireless, video security, audio visual, wiring & other required services) for County facilities as required (Silver Oaks, OSU Extension, Health Centers, Courthouse, CCOM, EOC etc.)
- Expand mobile and remote access capability / security to enhance application support, mobile application utilization, new service opportunities, meet regulatory requirements, ensure effective security and reduce costs.
- Expand role of CISO to implement Audit standards, new Security policies, enhance data governance protocols, coordinate security enhancements and expand staff training on security such as phishing and ransomware. Implement security training campaigns for the County to maintain consistent and effective security awareness.
- Continue design and implementation of County wired security upgrade to 802.1x and IPv6 protocol implementation.
- Develop policy and deploy Office 365 / Microsoft Azure to provide additional mobile / remote functionality.
- Complete design, procure equipment and implement phase 1 of the Enterprise Network Redesign to include new core routers, operation centers, encryption and security enhancements to meet CJIS requirements.
- Continue to enhance security as required to meet new threats and governance requirements especially CJIS and HIPAA, to include encryption and enhanced multi-factor authentication and certificates.
- Continue to expand development services to include more desktop capability (such as .NET and SharePoint) to provide new application options, development and services.
- Complete Technology Services Policy Manual with updated policies and procedures.
- Continue development of Performance Clackamas process for County to include online reporting, analytics, metric tracking and expanded use of ClearPoint. Redevelop TS Performance Clackamas Plan to utilize new metrics.
- Continue the development of the Data Analyst Team to expand data services, reporting, design, security, integration and best practices for the County data requirements and initiatives. Determine standard analytical tool kit.
- Continue to expand potential services / partnerships with local agencies to leverage resources & reduce costs. Includes potential development of Cloud type services such as SaaS, PaaS, Security and application hosting.
- Continue to develop COOP coverage, redundant services and development of initial TS Business Continuation Plan.
- Expand business analysis opportunities to enhance TS services and support for departmental requirements.
- Expand utilization and support of Drupal to enhance the County Internet & Intranet sites and services. Coordinate with PGA to further develop Drupal capabilities and expand internet based services / applications.
- Implement Manager Self Service Portal for web based access to enhanced management services & workflows.
- Continue to enhance the Call Center for faster service response and active monitoring of key systems. Includes new procurement workflow, asset management and reporting system, A/V support and training.
- Develop and implement beta for proposed PC Replacement Program to provide efficient and cost effective hardware replacement service. Complete analysis and implement new PC hardware standards.
- Continue to assist in the analysis of current Finance and HR system requirements and the review of potential ERP options for PeopleSoft and the various related support modules.
- Assist in the implementation of new systems as required ( EDox for Permits, Kiosk Management System, next phase of Accela, Plan Map, Pictometry, Helion based records portal, etc.)
- Continue to upgrade of Virtual Server Farms to utilize new VM-Sphere capabilities and reliability.
- Upgrade of County Voice Servers for new functionality and services.
- Design and implement new TS E-Procurement site for efficient purchasing and asset management of equipment.
- Implement new Document Management services to include new document services, searches, retention and support.
- Continue and expand implementation of hybrid cloud plan for the County to utilize cloud services where appropriate to reduce costs and enhance services. Includes use of SaaS and PaaS options to augment on-premise systems.
- Complete beta test & begin County wide implementation of inter-building Alert system (Alertus) to communicate key alert status between buildings, staff and management utilizing several communicate methods for enhanced security.
- Assist in the technical design of the new Red Soils Master Plan to include the new Courthouse, H3S moves, Utilidor, parking lots etc. Plan for potential TS1 & 2 move to new location in preparation for new Courthouse.
- Expand ESRI new GIS products & services to enhance application services, access to GIS services and data sharing.
- Continue to research new ways to efficiently utilize technology and provide new service to the County.
- Complete Technology Services 3 year Strategic Technology and Business Plan



**Public Protection**

**Central Dispatch Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 1,581,218         | 1,606,458         | 1,620,732         | 1,620,732             | 1,225,487          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Federal Revenue                           | -                 | 530,913           | 850,000           | -                     | 550,000            |
| State Revenue                             | 1,580,693         | 1,686,116         | 1,686,360         | 1,749,719             | 1,711,360          |
| Local Revenue                             | 19,490            | 19,897            | 134,912           | 70,912                | 134,910            |
| Charges for Services                      | 5,083,711         | 5,435,286         | 5,712,676         | 5,712,726             | 6,223,807          |
| Other Revenue                             | 25,066            | 28,392            | 24,700            | 24,764                | 24,702             |
| Interfund Transfers                       | -                 | -                 | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | <b>6,708,960</b>  | <b>7,700,604</b>  | <b>8,408,648</b>  | <b>7,558,121</b>      | <b>8,644,779</b>   |
| <b>Total Resources</b>                    | <b>8,290,178</b>  | <b>9,307,062</b>  | <b>10,029,380</b> | <b>9,178,853</b>      | <b>9,870,266</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 5,600,263         | 5,889,352         | 7,110,053         | 6,018,281             | 7,877,337          |
| Materials & Services                      | 527,531           | 356,412           | 355,584           | 410,610               | 437,164            |
| Allocated Costs                           | 325,152           | 332,997           | 362,409           | 362,409               | 430,599            |
| Capital Outlay                            | -                 | 19,417            | 20,000            | 20,000                | 20,000             |
| <b>Subtotal Current Expenditures</b>      | <b>6,452,946</b>  | <b>6,598,178</b>  | <b>7,848,046</b>  | <b>6,811,300</b>      | <b>8,765,100</b>   |
| Special Payments                          | 230,774           | 1,088,152         | 1,189,380         | 1,142,066             | 901,758            |
| Reserves                                  | -                 | -                 | 492,384           | -                     | -                  |
| Contingency                               | -                 | -                 | 499,570           | -                     | 203,408            |
| Ending Fund Balance                       | 1,606,458         | 1,620,732         | -                 | 1,225,487             | -                  |
| <b>Total Requirements</b>                 | <b>8,290,178</b>  | <b>9,307,062</b>  | <b>10,029,380</b> | <b>9,178,853</b>      | <b>9,870,266</b>   |
| <b>Budgeted Full-Time Equivalent</b>      | <b>47.00</b>      | <b>47.00</b>      | <b>50.00</b>      | <b>50.00</b>          | <b>52.00</b>       |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Central Dispatch Fund accounts for the operation of the Emergency Communications Department (C-COM). C-COM is self-supporting and is not dependent upon the County General Fund. Six law enforcement agencies and eight fire districts/departments contract with C-COM for dispatching services.

**Revenue Summary**

The major source of funding for the Department is from fire and law enforcement member agency dispatch fees accounting for 62.6% of revenue. The State 9-1-1 fund provides 17.0% of revenue. Remaining revenue is comprised of a contract with the U.S. Forest Service and dispatching fees paid by numerous Clackamas County entities to include: Community Corrections, Code Enforcement, District Attorney's Office, Dog Services, Medical Examiner, Juvenile Department, and Weigh Master. In addition, audio reproduction fees and interest income are included as minor sources of revenue.

C-COM also serves as the fiscal agent for regional 9-1-1 communications projects and receives funds for these projects from the Urban Area Security Initiative (UASI) grant funds that are allocated from the Regional Disaster Preparedness Organization (RDPO), located in the City of Portland. These regional communications projects serve the 9-1-1 centers throughout the Portland metro area.

No funds are requested for the 2019-20 fiscal year from the County General Fund.

**Expenditure Summary**

Personnel Services account for 79.8% of total expenditures, and support 52 FTE including dispatch, technical, training, and administrative support personnel.

Materials and Services account for 4% of expenditures and Cost Allocation for County services are 4.4%. Some detailed expenditures include professional services contracts with a background investigator and psychiatrist who provide consulting services regarding new dispatch candidates. Regional partnerships account for 3.6% of our budgeted expenditures which support a regional Computer Aided Dispatch (CAD) system across four different 9-1-1 centers in Columbia and Washington counties and the city of Lake Oswego and an Enterprise Service Bus (ESB) which allows our CAD system to talk to other CAD systems at both ambulance providers and with the City of Portland and CRESA in Clark County, Washington.

Travel, mileage and training expenses account for .5% of our budgeted expenses and cover agency attendance at quarterly Oregon State 9-1-1 meetings, regional and national training conferences, local, regional, and national 9-1-1 committee work, mileage for off-site training and meetings, and the use of a four-wheel drive vehicle to access remote radio sites in the County.

Capital Outlay expenditures have been held to less than 1% of the budget. With the recent replacement of the CAD system, there are no Capital Improvement projects scheduled for FY 2019-20. C-COM will participate in the C800 upgrade to a digital radio system project; however, the budget for this project is managed by the C800 Radio group.

CCOM's budget reflect \$550,000 from two UASI and CyberSecurity Grants. These funds are managed through CCOM and are a passthrough to regional partners for projects which provide benefit to all of the 9-1-1 centers inside the Portland UASI footprint.

### Significant Issues & Changes

The overall budget for CCOM officially appears to have decreased by 1.59% according to the County numbers due to the presence/inclusion of UASI grants in our budget in FY 2018-19.

According to our Member Board FY 2019-20 presentation, the C-COM budget has really increased 7.53% over the previous fiscal year request due to the increase of four additional telecommunicator positions. The C-COM Member Board approved the addition of 2 overhire positions during the FY 2018-19 which were initially funded through contingency funds and are evident in the present budget. Additionally, the C-COM Member Board approved an additional 2 positions, resulting in 4.0 FTE added to this FY 2019-20 budget proposal.

End Fund balances from FY 18-19 are being used to keep CCOM member agencies contributions to a minimum. In addition, C-COM holds \$200,000 in contingency, and maintain all other services. The budget was approved and adopted by the CCOM Member Board on March 20, 2019. Member fees increased an average of 8.95% across the Law & Fire agencies.

On-going department projects include recruitment, training and development of a Quality Assurance program.



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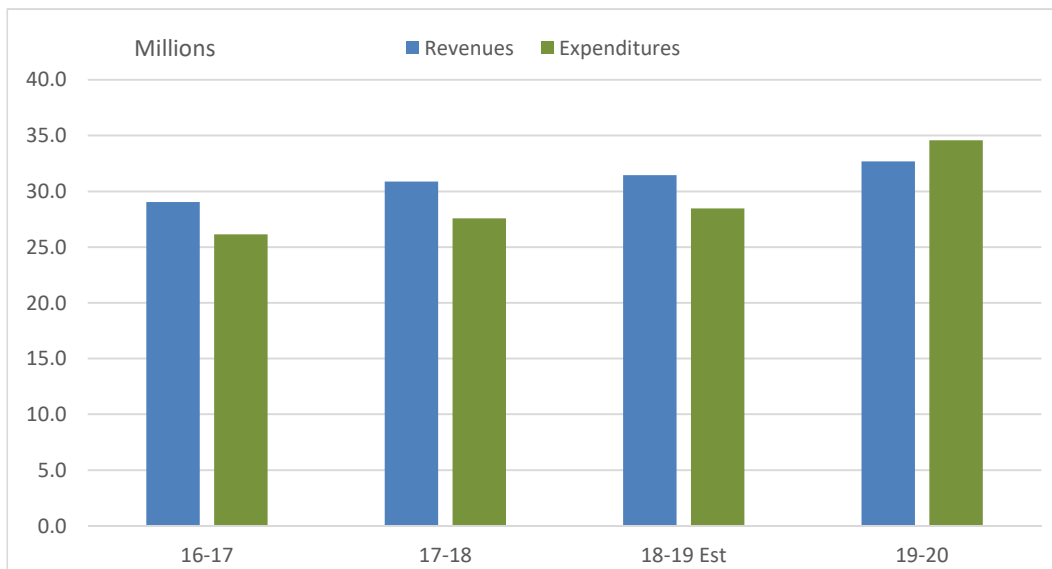
**CLACKAMAS**  
C O U N T Y



**General Government**

**Self-Insurance Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 1,627,706         | 4,435,385         | 7,742,662         | 7,742,662             | 10,743,634         |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Charges for Services                      | -                 | 2,119,702         | 3,346,745         | 3,465,724             | 3,341,545          |
| Other Revenue                             |                   |                   |                   |                       |                    |
| Insurance Premiums                        | 4,568,989         | 4,736,313         | 4,762,112         | 4,396,495             | 5,152,450          |
| Interest                                  | 21,280            | 56,268            | 21,300            | 56,000                | 33,845             |
| Refunds & Reimbursements                  | 24,437,089        | 23,968,618        | 24,807,575        | 23,535,917            | 24,146,453         |
| Miscellaneous Revenue                     | 1,755             | 1,548             | 1,400             | 1,600                 | 1,600              |
| <b>Subtotal Current Revenues</b>          | <b>29,029,113</b> | <b>30,882,449</b> | <b>32,939,132</b> | <b>31,455,736</b>     | <b>32,675,893</b>  |
| <b>Total Resources</b>                    | <b>30,656,819</b> | <b>35,317,834</b> | <b>40,681,794</b> | <b>39,198,398</b>     | <b>43,419,527</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | -                 | 1,385,860         | 1,628,886         | 1,589,116             | 1,741,955          |
| Materials & Services                      | 25,885,974        | 26,070,040        | 30,616,295        | 26,767,078            | 32,716,306         |
| Allocated Costs                           | 260,480           | 119,272           | 98,570            | 98,570                | 129,628            |
| <b>Subtotal Current Expenditures</b>      | <b>26,146,454</b> | <b>27,575,172</b> | <b>32,343,751</b> | <b>28,454,764</b>     | <b>34,587,889</b>  |
| Special Payments                          | 74,979            | -                 | -                 | -                     | -                  |
| Reserves                                  | -                 | -                 | -                 | -                     | 2,274,579          |
| Contingency                               | -                 | -                 | 8,338,043         | -                     | 6,557,059          |
| Ending Fund Balance                       | 4,435,386         | 7,742,662         |                   | 10,743,634            |                    |
| <b>Total Requirements</b>                 | <b>30,656,819</b> | <b>35,317,834</b> | <b>40,681,794</b> | <b>39,198,398</b>     | <b>43,419,527</b>  |
| <b>Budgeted Full-Time Equivalents</b>     | -                 | 9.64              | 11.25             | 11.25                 | 11.25              |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The purpose of the Self-Insurance Fund is to maintain adequate operating and reserve funds to pay current and future claims and administrative costs related to providing cost-effective, responsive and comprehensive employee benefits.

**Revenue Summary**

Revenues are generated through contributions and fees paid by county departments, employees, retirees, COBRA beneficiaries, and other agencies contracting with the County for employee benefits administration. Self-insured medical, dental and disability rates are based on projected claims, claims margin and fixed expenses related to third-party administration. The wellness and benefits administration fees establish revenue to address the county's operating costs of administering the health and welfare, non-PERS retirement plans, and leave management programs. Additional revenues are generated by interest on reserve funds.

**Expenditure Summary**

Expenditures include actual claims paid, administrative costs and overhead, and professional and consulting services. Claims reserves will not be expended unless the relevant self-insured benefit is terminated. Claims margins will not be expended unless the relevant claims paid exceeds the revenue received.

**Significant Issues & Changes**

FY 19-20 begins our 2nd year in a three-year plan to establish financial reserves for the medical, dental and disability plans within Self-Insurance Fund 760. The dental and disability reserves are fully established within the fund. In addition, we have established \$1,000,000 of the required \$2,198,900 in medical reserves. Each plan's reserve requirement is updated annually based on claims experience.

The FY 19-20 Beginning Balance contains \$5,400,000 in claims margin for the medical, dental and disability plans. Approximately \$2,000,000 of this total has been collected from the claims margin portion of the benefit premiums since 2015. The remaining amount has been moved from contingency within the fund and dedicated to a newly established Claims Margin account line. This will allow the county to continue to pay claims in years where claims exceed premiums collected, while also maintaining an adequate operating contingency for the fund. For example, in FY 15-16 we experienced high medical claims expenses, requiring approximately \$3,000,000 to be transferred from contingency, leaving only \$1,627,706 in that account to be carried forward for the next fiscal year's operations and claims margin.

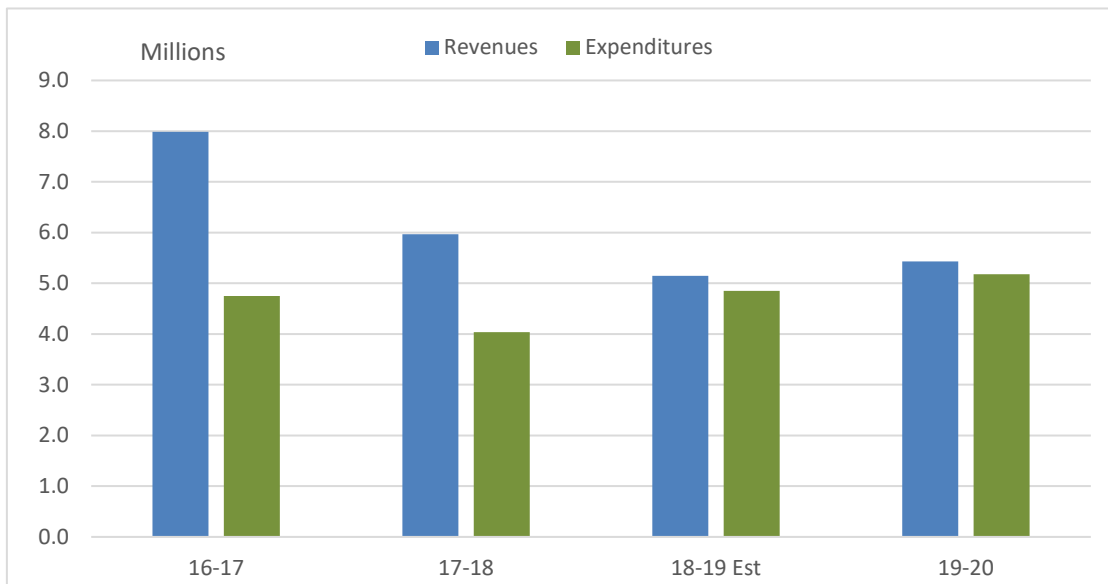




**General Government**

**Risk Management Claims Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 6,794,971         | 10,030,370        | 11,958,874        | 11,958,874            | 12,257,694         |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Charges for Services                      | 7,919,810         | 5,706,537         | 4,787,852         | 4,888,741             | 5,165,000          |
| Other Revenue                             | 66,250            | 259,904           | 210,035           | 258,535               | 266,462            |
| Interfund Transfers                       | -                 | -                 | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | <b>7,986,060</b>  | <b>5,966,441</b>  | <b>4,997,887</b>  | <b>5,147,276</b>      | <b>5,431,462</b>   |
| <b>Total Resources</b>                    | <b>14,781,031</b> | <b>15,996,811</b> | <b>16,956,761</b> | <b>17,106,150</b>     | <b>17,689,156</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | -                 | 1,068,443         | 1,262,264         | 1,158,659             | 1,364,571          |
| Materials & Services                      | 4,737,373         | 2,877,972         | 3,925,527         | 3,580,590             | 3,708,942          |
| Allocated Costs                           | 13,287            | 91,522            | 109,207           | 109,207               | 104,168            |
| <b>Subtotal Current Expenditures</b>      | <b>4,750,660</b>  | <b>4,037,937</b>  | <b>5,296,998</b>  | <b>4,848,456</b>      | <b>5,177,681</b>   |
| Reserves                                  | -                 | -                 | 3,403,701         | -                     | 3,446,102          |
| Contingency                               | -                 | -                 | 8,256,062         | -                     | 9,065,373          |
| Ending Fund Balance                       | 10,030,371        | 11,958,874        |                   | 12,257,694            |                    |
| <b>Total Requirements</b>                 | <b>14,781,031</b> | <b>15,996,811</b> | <b>16,956,761</b> | <b>17,106,150</b>     | <b>17,689,156</b>  |
| <b>Budgeted Full-Time Equivalent</b>      | -                 | 8.16              | 8.75              | 8.75                  | 8.75               |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Risk Management Claims Fund accounts for the administration and payment of casualty/liability claims, workers' compensation claims and unemployment claims brought against the County. The fund carries a self-insured reserve balance for each of these functional areas based on an actuarially recommended level. The operating budget for the Risk and Safety Division is also supported by this fund. The fund's targeted self-insured reserve balance is the actuarially determined 75<sup>th</sup> percentile confidence level.

**Revenue Summary**

The Risk Management Claims Fund receives revenue from County department contributions through separate cost allocation systems for casualty/liability and workers' compensation. These systems allocate the cost of casualty/liability and workers' compensation claims to individual departments relative to each department's size, risk index and claims history. Unemployment costs are covered by County department assessments, with revenues collected to pay actual claims. Other sources of fund revenue include interest income, refunds from insurance policies, and refunds from state programs, reimbursements for insurance purchased for specific departments or programs and third party recoveries.

**Expenditure Summary**

The fund is expended through claims payments on casualty/liability claims (i.e., legal services, property loss and bodily injury, etc.), workers' compensation claims (payment of temporary and permanent disability, medical treatment and legal services), unemployment claims, insurance premiums, public official's/DEQ bonds, excess insurance (reinsurance), State of Oregon workers' compensation premium assessments and administrative program costs and support services.

**Significant Issues & Changes**

Claims payments and program costs remained relatively steady throughout FY18-19. As a result, we only increased the Casualty and Workers' Compensation allocation by 5% for FY19-20.

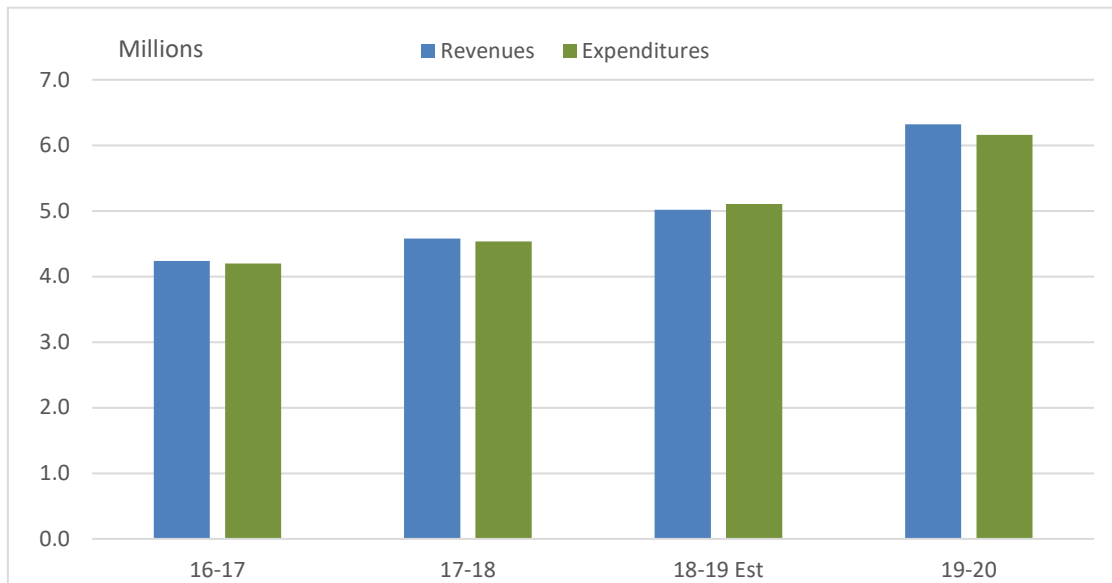
Much of the 5% increase this year is due to increases in overhead costs associated with personnel along with insurance premium increases. While large claims payments are always a concern, we anticipate ending FY19-20 above the 75<sup>th</sup> percentile actuarial recommendation level.



**General Government**

**Fleet Services Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 362,085           | 400,281           | 444,015           | 444,015               | 359,597            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Charges for Services                      | 3,221,836         | 3,403,287         | 4,060,532         | 3,517,806             | 6,270,720          |
| Other Revenue                             | 15,996            | 104,805           | 76,476            | 25,000                | 50,000             |
| Interfund Transfers                       | 1,000,859         | 1,071,806         | 1,476,979         | 1,476,979             | -                  |
| <b>Subtotal Current Revenues</b>          | <b>4,238,691</b>  | <b>4,579,898</b>  | <b>5,613,987</b>  | <b>5,019,785</b>      | <b>6,320,720</b>   |
| <b>Total Resources</b>                    | <b>4,600,776</b>  | <b>4,980,179</b>  | <b>6,058,002</b>  | <b>5,463,800</b>      | <b>6,680,317</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Personnel Services                        | 1,012,850         | 1,055,280         | 1,147,738         | 1,023,268             | 2,788,288          |
| Materials & Services                      | 2,201,059         | 2,469,193         | 3,276,503         | 2,812,932             | 2,828,825          |
| Allocated Costs                           | 167,712           | 168,698           | 189,503           | 189,503               | 291,253            |
| Capital Outlay                            | 818,875           | 842,994           | 1,103,500         | 1,078,500             | 250,000            |
| <b>Subtotal Current Expenditures</b>      | <b>4,200,496</b>  | <b>4,536,165</b>  | <b>5,717,244</b>  | <b>5,104,203</b>      | <b>6,158,366</b>   |
| Contingency                               | -                 | -                 | 340,758           | -                     | 521,951            |
| Ending Fund Balance                       | 400,280           | 444,014           | -                 | 359,597               | -                  |
| <b>Total Requirements</b>                 | <b>4,600,776</b>  | <b>4,980,179</b>  | <b>6,058,002</b>  | <b>5,463,800</b>      | <b>6,680,317</b>   |
| <b>Budgeted Full-Time Equivalents</b>     | <b>11.00</b>      | <b>11.00</b>      | <b>11.00</b>      | <b>11.00</b>          | <b>24.00</b>       |



**Current Operating Revenues vs. Expenditures**

**Description of Fund**

As of January 12, 2019, Fleet Services is a division of the Department of Transportation & Development. The Fleet Services Division maintains County owned motor vehicles, trailers, boats and other miscellaneous rescue vehicles (i.e. waverunners, snowmobiles, etc.) for use by various County departments on either a rental basis or as a permanent assignment. The Sheriff's Department is the largest customer, with a variety of vehicles that require service.

Operational and overhead costs are recovered through user fees, which covers a variety of services, such as:

- Vehicle replacement analysis
- Specification
- Procurement
- Licensing and titling including UC and fictitious registrations
- Vehicle maintenance and repair including warranty tracking and administration
- Vehicle recall administration (over 100 per year)
- DEQ inspections and reporting
- Disposal
- Track and report vehicle commuting valuation reporting for IRS reporting

Negotiate and maintain contracts for:

- Fuel (including emergency fueling)
- Auction Services
- Up-fit of Police Patrol Vehicles

Work closely with the Sheriff's Office and Risk Management

- Provide detailed and specialized reports
- Vehicle Damage Estimates
- Receive, track and administer vehicle recalls (over 100 per year)

**Revenue Summary**

Operating revenue is generated through vehicle rental, maintenance and fuel recovery. Since 2003-04, the fund has received significant additional revenue in the form of interfund transfers from the General Fund, Sheriff's Fund and the Public Safety Local Option Levy Fund for the purchase of new vehicles for the Sheriff's Department; however, beginning in FY 2019-20 the Sheriff will no longer perform an interfund transfer to Fleet for procuring and outfitting vehicles. These expenses will be reflected in the Sheriff's budget.

**Expenditure Summary**

Personal services, materials and services and cost allocations are the largest expenses in this fund.

The instability of fuel prices and the recent fluctuation in fuel costs continue to create budgeting challenges. This expenditure is in Fleet Management.

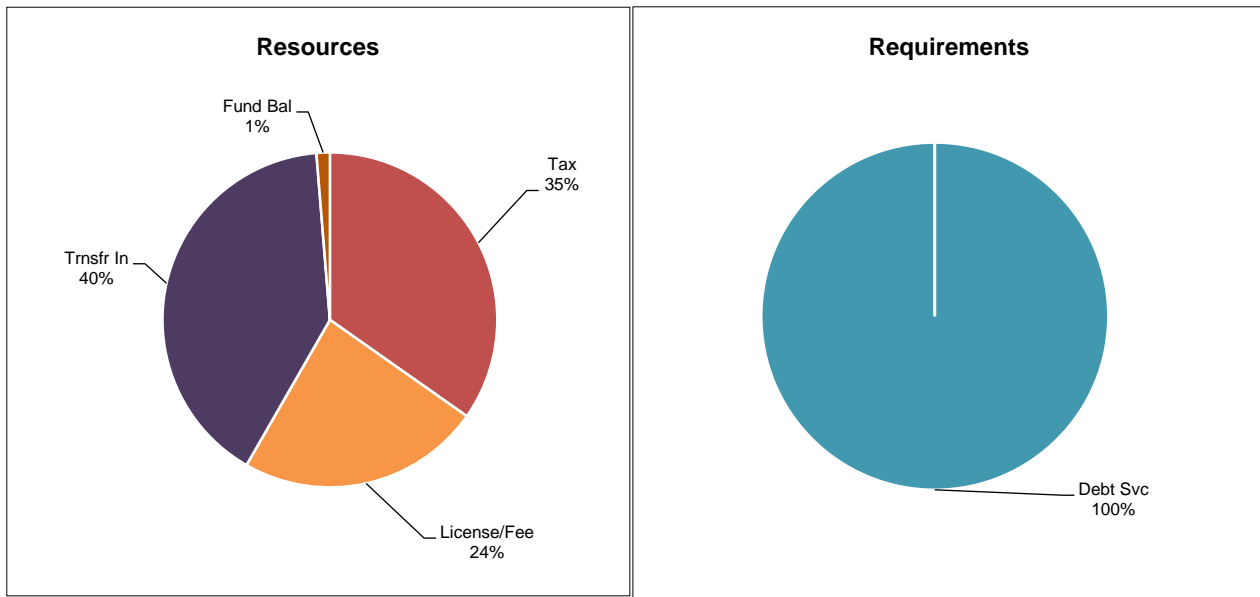
**Significant Issues & Changes**

Two new programs were added beginning fiscal year 2017-18. Both of these programs were previously wrapped up in the Fleet Management program.

We recently obtained an auction contract with an online vendor and will be able to dispose of vehicles more regularly and more efficiently.

# Debt Service

## Funds



Debt Service funds account for the accumulation of resources and payment of general long-term debt principal and interest. Resources cannot be diverted or used for any other purpose.

**Funds Included In This Section:**

**Department:**

Clackamas County Debt Service Fund  
General Obligation Bond Debt Service Fund

Miscellaneous and Pass Through  
Miscellaneous and Pass Through



**Not Allocated to Organizational Unit**

**Clackamas County Debt Service Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 569,111           | 567,479           | 295,980           | 430,717               | -                  |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Charges for Services                      | 3,362,414         | 3,039,607         | 3,124,059         | 3,124,058             | 3,205,919          |
| Miscellaneous Revenue                     | 33,316            | 67,252            | -                 | -                     | -                  |
| Refinancing Sources                       | -                 | 30,799,908        | -                 | -                     | -                  |
| Interfund Transfers                       | 5,661,805         | 6,867,619         | 5,286,264         | 5,151,528             | 5,501,142          |
| <b>Subtotal Current Revenues</b>          | <b>9,057,535</b>  | <b>40,774,386</b> | <b>8,410,323</b>  | <b>8,275,586</b>      | <b>8,707,061</b>   |
| <b>Total Resources</b>                    | <b>9,626,646</b>  | <b>41,341,865</b> | <b>8,706,303</b>  | <b>8,706,303</b>      | <b>8,707,061</b>   |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| Bond Services                             | -                 | 30,799,908        | -                 | -                     | -                  |
| Debt Principal                            | 5,445,000         | 7,060,000         | 5,710,000         | 5,710,000             | 5,960,000          |
| Debt Interest                             | 3,614,167         | 3,051,240         | 2,996,303         | 2,996,303             | 2,747,061          |
| Contingency                               | -                 | -                 | -                 | -                     | -                  |
| Ending Fund Balance                       | 567,479           | 430,717           | -                 | -                     | -                  |
| <b>Total Requirements</b>                 | <b>9,626,646</b>  | <b>41,341,865</b> | <b>8,706,303</b>  | <b>8,706,303</b>      | <b>8,707,061</b>   |



**Description of Fund**

This fund was created to account for the debt service requirements of the various county issues in one common fund. Previously, each issue had its own fund.

**Revenue Summary**

Funding for debt service payments is provided from various sources including the General Fund, office rent, training center facility use, and local improvement district assessments.

**Expenditure Summary**

Principal and interest payments required to meet debt service obligations for each issue are tracked separately.

**Significant Issues & Changes**

None





*Not Allocated to Organizational Unit*

**General Obligation Bond Debt Service Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b><u>Resources by Category</u></b>       |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | -                 | -                 |                   | 121,352               | 175,384            |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Levy Taxes                                | -                 | 4,590,262         | 4,690,155         | 4,733,872             | 4,731,941          |
| Miscellaneous Revenue                     | -                 | 2,725             | -                 | 10,315                | -                  |
| <b>Subtotal Current Revenues</b>          | -                 | 4,592,987         | 4,690,155         | 4,744,187             | 4,731,941          |
| <b>Total Resources</b>                    | -                 | <b>4,592,987</b>  | <b>4,690,155</b>  | <b>4,865,539</b>      | <b>4,907,325</b>   |
| <b><u>Requirements by Category</u></b>    |                   |                   |                   |                       |                    |
| Debt Principal                            | -                 | 1,215,000         | 2,530,000         | 2,530,000             | 2,775,000          |
| Debt Interest                             | -                 | 3,256,635         | 2,160,155         | 2,160,155             | 2,132,325          |
| Ending Fund Balance                       | -                 | 121,352           | -                 | 175,384               | -                  |
| <b>Total Requirements</b>                 | -                 | <b>4,592,987</b>  | <b>4,690,155</b>  | <b>4,865,539</b>      | <b>4,907,325</b>   |



**Description of Fund**

The General Obligation Bond Debt Service Fund was created to account for property tax revenue and principal and interest payments required to retire debt associated with replacing an obsolete first responders emergency radio communications system, expanding coverage and reinforcing for disasters as approved by voters on May 17, 2016.

**Revenue Summary**

Revenue to satisfy the debt will come from property tax collections.

**Expenditure Summary**

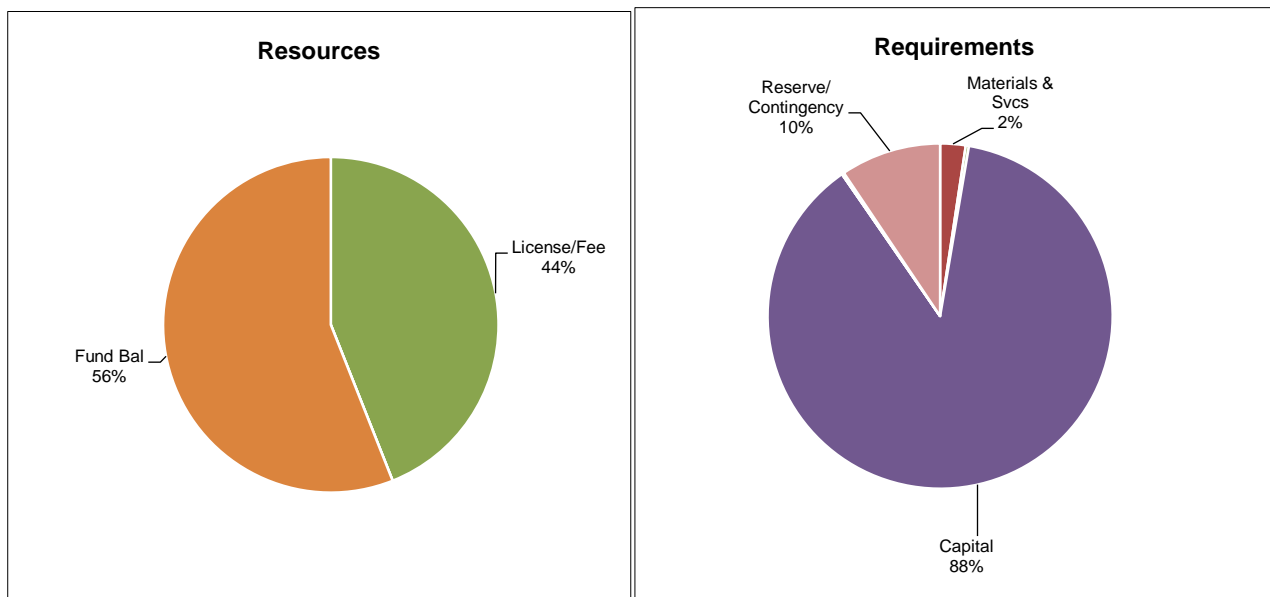
Principal and interest payments required to meet debt service obligations for the current year are budgeted in this fund.

**Significant Issues & Changes**

Bonds were issued in the amount of \$59 million and will be repaid in 15 years or less.

# Capital

## Project Funds



A Capital Project fund accounts for the receipt and disbursement of moneys used to finance the building or acquisition of capital facilities. These activities are non-recurring major expenditures.

**Funds Included In This Section:**

**Department:**

DTD Capital Projects Fund  
Capital Projects Reserve Fund  
LID Construction Fund

Transportation & Development  
Finance  
Finance



**Public Ways and Facilities**

**DTD Capital Projects Fund (closed)**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 204,961           | 3,304,122         | 4,122,400         | 4,122,400             | -                  |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Prior Year Revenue (Dedicated)            | 458,251           | 412,501           | -                 | -                     | -                  |
| Federal Revenue                           | 4,424,643         | 1,079,576         | -                 | -                     | -                  |
| State Revenue                             | 4,492,420         | 93,574            | -                 | -                     | -                  |
| Local Revenue                             | -                 | -                 | -                 | -                     | -                  |
| Licenses                                  | -                 | -                 | -                 | -                     | -                  |
| Fees & Fines                              | 2,475             | -                 | -                 | -                     | -                  |
| Other Revenue                             | (20,653)          | 317,128           | -                 | -                     | -                  |
| Interfund Transfers                       | 4,839,691         | 2,327,127         | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | 14,196,827        | 4,229,906         | -                 | -                     | -                  |
| <b>Total Resources</b>                    | <b>14,401,788</b> | <b>7,534,028</b>  | <b>4,122,400</b>  | <b>4,122,400</b>      | <b>-</b>           |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Materials & Services                      | 2,709             | 403               | -                 | -                     | -                  |
| Capital Outlay                            | 11,094,957        | 3,333,459         | -                 | -                     | -                  |
| <b>Subtotal Current Expenditures</b>      | 11,097,666        | 3,333,862         | -                 | -                     | -                  |
| Interfund Transfer                        | -                 | 77,766            | 4,122,400         | 4,122,400             | -                  |
| Contingency                               | -                 | -                 | -                 | -                     | -                  |
| Ending Fund Balance                       | 3,304,122         | 4,122,400         | -                 | -                     | -                  |
| <b>Total Requirements</b>                 | <b>14,401,788</b> | <b>7,534,028</b>  | <b>4,122,400</b>  | <b>4,122,400</b>      | <b>-</b>           |



**Description of Fund**

The DTD (Department of Transportation and Development) Capital Projects Fund was established to more effectively track the revenues and expenditures of projects within the department. However, with the creation of the Transportation Engineering and Construction program, Transportation and Development has decided to consolidate the projects in Fund 215 which provides the matching funds for grants and outside funding received.

**Significant Issues & Changes**

The capital projects fund was closed fiscal year 2018-19 and the projects were moved to Fund 215 for future accounting.

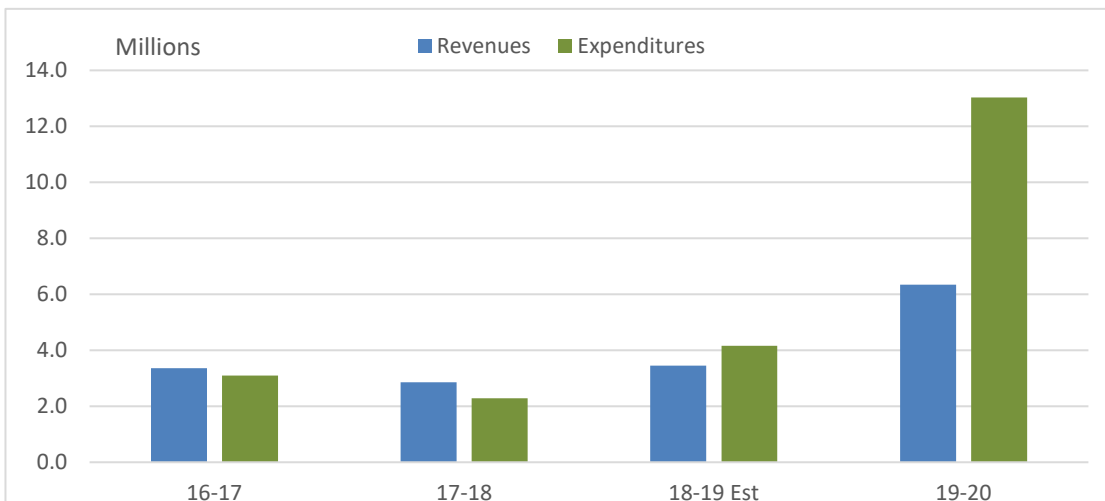
The fund expenditures were moved to Fund 215; this includes planning, design, construction, and right-of-way purchase for road projects, bike/pedestrian projects, safety projects, bridge projects and storm drainage projects.



**Public Ways and Facilities**

**Capital Projects Reserve Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 7,919,755         | 8,182,761         | 8,758,576         | 8,758,576             | 8,047,397          |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Charges for Services                      | -                 | 197,256           | 855,586           | 454,881               | 6,343,534          |
| Miscellaneous Revenue                     | 161,923           | 134,438           | -                 | -                     | -                  |
| Interfund Transfers                       | 3,200,000         | 2,525,000         | 3,000,000         | 3,000,000             | -                  |
| <b>Subtotal Current Revenues</b>          | <b>3,361,923</b>  | <b>2,856,694</b>  | <b>3,855,586</b>  | <b>3,454,881</b>      | <b>6,343,534</b>   |
| <b>Total Resources</b>                    | <b>11,281,678</b> | <b>11,039,455</b> | <b>12,614,162</b> | <b>12,213,457</b>     | <b>14,390,931</b>  |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Materials & Services                      | 124,530           | 1,178,586         | 1,137,370         | 1,122,677             | 343,534            |
| Allocated Costs                           | 66,397            | 40,895            | 41,831            | 20,916                | 42,742             |
| Capital Outlay                            | 2,907,990         | 1,061,398         | 6,554,176         | 3,022,467             | 12,645,515         |
| <b>Subtotal Current Expenditures</b>      | <b>3,098,917</b>  | <b>2,280,879</b>  | <b>7,733,377</b>  | <b>4,166,060</b>      | <b>13,031,791</b>  |
| Reserve for Future Expenditures           | -                 | -                 | 4,475,000         | -                     | 1,359,140          |
| Contingency                               | -                 | -                 | 405,785           | -                     | -                  |
| Ending Fund Balance                       | 8,182,761         | 8,758,576         |                   | 8,047,397             |                    |
| <b>Total Requirements</b>                 | <b>11,281,678</b> | <b>11,039,455</b> | <b>12,614,162</b> | <b>12,213,457</b>     | <b>14,390,931</b>  |



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Capital Projects Reserve Fund was established to accumulate resources for new facilities and improvements to county buildings and account for the expenditure of those resources.

**Revenue Summary**

Changes in Beginning Fund Balance generally reflect bond proceeds or other funds not yet spent on the projects for which they were issued.

Charges for Service and Other Revenue include interest earnings and other contributions toward projects

**Expenditure Summary**

Most expenditures in this fund are for Capital Outlay. The Materials and Services items consist of professional and program services associated with the capital projects. In recent years, facility improvements for the Sheriff's Department have been primary. Also budgeted have been energy-saving retrofits to county buildings and improvements at the County Courthouse. More recent work includes remodeling for new tenants in the Development Services Building and Public Services Building, refurbishing interior clinic space at the Beavercreek Clinic, continuing repairs at Parrot Creek Ranch, roof top HVAC replacements at Juvenile, Elections and Facilities, construction of a new facility for the Extension and 4-H Service District and other projects to be determined.

**Significant Issues & Changes**

An interfund transfer from the general fund has not been budgeted for the capital projects reserve this year as all planned project costs can be covered by the beginning fund balance.





**Public Ways and Facilities**

**LID Construction Fund**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b>Resources by Category</b>              |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | 537,158           | 540,978           | 27,429            | 27,429                | 29,429             |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Miscellaneous Revenue                     | 3,914             | 1,947             | -                 | 2,000                 | -                  |
| <b>Subtotal Current Revenues</b>          | 3,914             | 1,947             | -                 | 2,000                 | -                  |
| <b>Total Resources</b>                    | <b>541,072</b>    | <b>542,925</b>    | <b>27,429</b>     | <b>29,429</b>         | <b>29,429</b>      |
| <b>Requirements by Category</b>           |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Materials & Services                      | 94                | 69,838            | 27,429            | -                     | -                  |
| <b>Subtotal Current Expenditures</b>      | 94                | 69,838            | 27,429            | -                     | -                  |
| Interfund Transfer                        | -                 | 445,658           | -                 | -                     | 29,429             |
| Contingency                               | -                 | -                 | -                 | -                     | -                  |
| Ending Fund Balance                       | 540,978           | 27,429            | -                 | 29,429                | -                  |
| <b>Total Requirements</b>                 | <b>541,072</b>    | <b>542,925</b>    | <b>27,429</b>     | <b>29,429</b>         | <b>29,429</b>      |



**Description of Fund**

The Local Improvement District (LID) Construction Fund provides interim financing for LID projects during construction. Bonding may take place upon completion of the project.

**Revenue Summary**

Revenues come from fund balance carried forward from previous years, interest and short-term borrowing.

**Expenditure Summary**

Expenditures are generally comprised of professional services and contracted service payments to outside providers.

**Significant Issues & Changes**

None.

# Trust & Agency Funds

A fund used to account for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds

**Funds Included In This Section:**

**Department:**

Damascus Successor Private Purpose Trust Fund (History)

Finance



**Not Allocated to Organizational Unit      Damascus Successor Private Purpose Trust Fund (Closed)**

| <i>Resources and Requirements by Fund</i> | 2016-17<br>Actual | 2017-18<br>Actual | 2018-19<br>Budget | 2018-19<br>Est Actual | 2019-20<br>Adopted |
|---|-------------------|-------------------|-------------------|-----------------------|--------------------|
| <b><u>Resources by Category</u></b>       |                   |                   |                   |                       |                    |
| Beginning Fund Balance                    | -                 | 3,846,917         | 3,752,140         | 3,752,140             | -                  |
| <b>Current Revenues</b>                   |                   |                   |                   |                       |                    |
| Miscellaneous Revenue                     | 87,407            | 69,341            | -                 | -                     | -                  |
| Prior Year Adjustments                    | 8,398,558         | -                 | -                 | -                     | -                  |
| <b>Subtotal Current Revenues</b>          | <b>8,485,965</b>  | <b>69,341</b>     | <b>-</b>          | <b>-</b>              | <b>-</b>           |
| <b>Total Resources</b>                    | <b>8,485,965</b>  | <b>3,916,258</b>  | <b>3,752,140</b>  | <b>3,752,140</b>      | <b>-</b>           |
| <b><u>Requirements by Category</u></b>    |                   |                   |                   |                       |                    |
| <b>Current Expenditures</b>               |                   |                   |                   |                       |                    |
| Materials & Services                      | 4,639,048         | 164,118           | 3,595,158         | 3,595,158             | -                  |
| <b>Subtotal Current Expenditures</b>      | <b>4,639,048</b>  | <b>164,118</b>    | <b>3,595,158</b>  | <b>3,595,158</b>      | <b>-</b>           |
| Interfund Transfer                        | -                 | -                 | 156,982           | 156,982               | -                  |
| Ending Fund Balance                       | 3,846,917         | 3,752,140         | -                 | -                     | -                  |
| <b>Total Requirements</b>                 | <b>8,485,965</b>  | <b>3,916,258</b>  | <b>3,752,140</b>  | <b>3,752,140</b>      | <b>-</b>           |



**Description of Fund**

In 2016, City of Damascus voters elected to disincorporate their city and return to county governance. The Damascus Successor Private Purpose Trust Fund was established in Fiscal Year 2016-17 to account for transactions relating to the County's responsibility to terminate former city operations and return remaining funds to its residents.

**Revenue Summary**

Revenue in the form of beginning fund balance holds the remaining assets of the former city.

**Expenditure Summary**

Once all outstanding obligations have been paid, any remaining funds will be distributed to former city residents.

**Significant Issues & Changes**

This fund will be closed once all monies have been disbursed.



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**CLACKAMAS**  
C O U N T Y

### OVERVIEW

Capital improvement planning is a financial management technique that looks beyond year-to-year budgeting to determine what future capital improvements and major acquisitions should be undertaken. Although a capital project may encompass multiple budget years, Oregon Budget Law requires that the anticipated requirements for each fiscal year of the project be budgeted during that year.

Capital planning is the responsibility of each department within the County. While many departments have minimal capital expenditure, a few routinely purchase or build major assets for the County and its citizens. Departments requiring capital assets must establish a program to identify need for the expenditure. This in turn provides guidance in future capital budgeting efforts. Equally important, it helps staff gauge the adequacy of current funding sources and whether new and additional sources must be found, or standards lowered. The Transportation and Development Department has the most progressive plan, with a 20-year projection of infrastructure needs within the County including cost estimates.

In the 1992-93 fiscal year, the Board of County Commissioners created a Transportation System Development Charge to work in conjunction with building permits. Fees are assessed on new construction and the proceeds used to fund projects whose purpose is to alleviate traffic problems created by growth. Oregon statutes outline the steps, including the requirement for a comprehensive Capital Improvement Plan (CIP), which must be in place in order to implement this type of fee structure. The Board of County Commissioners adopted the necessary long-range Capital Improvement Plan in early 1993 to comply with state requirements and updated the plan most recently in 2017.

Clackamas County's budget classifies operating costs into major spending categories such as Personal Services and Materials & Services. The operating budget contains those expenses required for day-to-day service to the citizens. These are appropriated for one year only and are generally expected to recur on a regular basis. Thus the year-to-year fluctuations in the operating budget are expected to be fairly minor. The budget will reflect changes in the cost of doing business, the size of County operations and population, and the types and levels of service being provided. Resources for the operating budget generally come from taxes, user fees, service grants and intergovernmental payments.

Capital projects, on the other hand, are one-time outlays that may encompass several years to the end of a project. Such projects result in the addition of major physical assets to the County. Wide fluctuations from year-to-year are expected in capital improvement budgets depending on the phasing of projects and the availability of construction grants and funds. Resources for the capital project budget generally come from bond sales, grants and other one-time sources or the accumulation, over time, of sufficient fund balance. Once capital projects or purchases are completed, the operating budget becomes responsible for the daily management and maintenance of the asset. Capital project expenses for 2019-20 total \$26.8 million and the more significant are detailed in the pages that follow.

Departments planning to begin a capital improvement project prepare a presentation for the Board of County Commissioners. This presentation contains justifications as well as funding sources and future costs of the project. The projects are then approved or rejected by the Board on a case by case basis. The current year funding requirement for approved projects is included in the department's annual budget.

Historically, the County has undertaken most capital projects only after funds have been accumulated to pay for them. There are currently three debt issues associated with capital improvements. In 2003 new debt was incurred to finance the construction of a Public Services Building and make improvements to the existing Emergency Operations Center. Both facilities are on County owned land in the Red Soils area of Oregon City. The new building brought together services previously located throughout the County in one convenient location for the public. Funds previously spent on office space leases are now being used for debt service. In 2004 the County issued debt to purchase the Public Safety Training Center from Clackamas Community College. These two issues were refunded in 2012 to reduce interest costs over the remaining life of the debts. Currently \$14,985,000 is outstanding for these facilities.



In 2007, bonds were issued to finance the construction of a second office building on the Red Soils campus to continue consolidation of County facilities at a convenient location for residents along with other improvements including a public plaza, central utility plant and underground conduits and road improvements to accommodate increased traffic flow. This debt was refunded in 2018, also to reduce interest expense. The principal balance for this project is \$23,370,000. Finally, bonds were issued in 2009-10 to finance remodeling and other updates to facilities for use by the Sheriff's Department. The County-owned Brooks Building which is located in the Clackamas area within one quarter mile of the Sheriff's North Station and the Public Safety Training Center, making it a prime location for law enforcement operations, has been extensively remodeled to accommodate the Sheriff's operations. An evidence processing facility, recently completed, is the final project funded from this issue. The balance outstanding on this latest issue is \$21,045,000.

## TRANSPORTATION SYSTEM PLANNING AND PROJECT PROGRAMMING

The following information is taken from the Clackamas County Five Year Transportation Capital Improvement Program for fiscal years 2017-2021 which was approved by the Board of County Commissioners in June, 2017.

Clackamas County is responsible for an extensive transportation network throughout the County. This network is part of a larger regional transportation system that supports the needs of the people and businesses in the County. The vast majority of the County road system (96%) is located outside of cities.

The public ownership of roads in Clackamas County is as follows:

City -- 806 miles  
 County -- 1,400 miles  
 State -- 290 miles

There are also many miles of local access roads, private roads and forest service roads maintained largely by property owners and the National Forest Service. The entire County transportation network encompasses a variety of structures as shown below, as well as a substantial system of sidewalks and bike lanes.

|                                |                    |                                 |
|--------------------------------|--------------------|---------------------------------|
| 1,400 miles of road            | 178 bridges        | 169 traffic signals             |
| 1,400 miles of road striping   | 8,100 culverts     | 18 school zone flashers         |
| 2,398 miles of gravel shoulder | 1,885 manholes     | 27 traffic surveillance cameras |
| 26,453 traffic signs           | 9,300 catch basins | 25 miles of fiber optic cable   |
| 111,300 feet of guardrail      | 1 ferry            |                                 |

The major capital improvements needed for the transportation system, including projects needed to increase road capacity, relieve congestion, improve safety, serve new development, support economic growth and provide options to traveling by automobile, are identified within the Clackamas County Transportation System Plan (TSP), which is Chapter 5 of the County Comprehensive Plan and updated about every 10 years. As defined by the TSP, transportation capital projects are primarily located on arterial and collector roads. Similarly, federal transportation funding is only available for capital improvement projects located on roads that are classified as arterials and collectors, with an emphasis on maintaining the operations of the principal arterial system.

### **20 Year Capital Improvement Plan ([20 Year CIP](#))**

The 20 Year CIP was developed and adopted by the Board of County Commissioners (BCC) as a part of the TSP. It is divided into three lists, reflecting the expectation that there will not be enough funding for all projects within the 20 year time frame. The criteria for assigning projects to the lists below can be obtained by contacting Clackamas County Transportation and Development at (503) 742-4400.

**20 Year Projects:** The prioritized list of needed transportation projects that can reasonably be undertaken given the current estimates of available funding

**Preferred Capital Projects:** A second group of needed, prioritized transportation projects the County would undertake if additional funding becomes available during the next 20 years. Additional funding includes grants that are more suitable for specific projects in the Preferred Capital list as opposed to the 20 Year Capital list.

**Long Term Capital Projects:** The remainder of the transportation projects needed to meet the transportation needs of the County in the next 20 years but not expected to be funded or constructed by the County. These projects may be completed if suitable grant funding becomes available and is successfully matched.

## 5 Year Capital Improvement Program ([5 Year CIP](#))

The 5-Year CIP is comprised of projects from the 20-Year CIP for which funding has been identified or is anticipated over the next five years. This includes fully funded projects as well as those that are funded only for preliminary planning and design. It details the schedule for work in the next five years, creating the five-year program. In addition, the 5-Year CIP specifies the funding source for each project, connecting transportation planning to the County's capital construction budget. The 5 Year CIP is the exclusive mechanism for funding and building transportation capital projects, which are transportation projects with costs that are reasonably expected to exceed \$50,000.

The BCC adopts the 5 Year CIP with the understanding and acknowledgement that there are limited funds available for expenditure on the needed capital transportation projects within the County. The 5 Year CIP is the BCC's expression of policies, directives, and goals adopted through the transportation system planning process upon recommendation of County staff. County staff on behalf of the BCC have considered, evaluated, and prioritized all known capital transportation projects within County roadways and intersections. Professional expertise and discretion is used to find outside funding (see Funding Sources and Future Projects below) for the needed projects and to use limited Road Funds to maximize public dollars and work towards a safer, more efficient transportation system. Not all known deficiencies are able to be mitigated due to funding shortages. The 5 Year CIP contains the BCC's discretionary policy decision as to which capital transportation projects will be constructed within the County and is the exclusive list of such projects that will be pursued. The 5 Year CIP includes some projects identified in the 20 Year CIP, the Transportation Safety Action Plan (TSAP), the intelligent Transportation System (ITS) Plan, projects identified through the bridge and culvert review system, the ADA Transition Plan projects that emerge because of emergency repairs and projects identified through Transportation Maintenance's Work Program. These other plans are reviewed by the BCC through separate processes.

### Capital Project Categories

The broadly defined capital project descriptions used in the TSP, the 20 Year CIP and the 5 Year CIP allow for the development of individual projects within a larger project. These project categories are loosely based on the road user or system that the project benefits or impacts (e.g. bicycle project, pedestrian project or transit project), as follows:

1. Upgrade – Projects that add vehicle capacity to an existing roadway or intersection. This may require the reconstruction of any existing sidewalks and/or bicycle lanes. Other examples include adding intersection turn lanes or installing a traffic signal. In the 20 Year CIP, the upgrade projects are separated into urban and rural, depending on if they are located inside or outside the Portland Metropolitan Urban Growth Boundary (UGB). Some projects have a “new roadway” designation, when an extension or a new road is needed to accommodate vehicle capacity or needed connectivity.
2. Bridge/Culverts – Constructing, replacing or upgrading a bridge or culvert
3. Safety – Projects or studies focused on reducing crashes and/or the risk of crashes, including railroad crossings. The Clackamas County Transportation Safety Action Plan (TSAP) outlines a strategy to build and implement a county-wide safety culture with the ultimate goal of reducing transportation-related injuries and fatalities. The TSAP is being updated and will be completed in 2018. Policy and action items set forth in the plan will achieve the desired goals when implemented; however, successful implementation depends upon a number of factors, including strong safety leadership at all levels, cohesive safety partnerships, funding and working together toward a common goal. Success will result in reduced injuries and fatalities on County roadways.

A list of projects that support the TSAP can be found in the Supplemental Information section of this document. In order to make the needed investments, these projects will have to be matched to a funding source so that they can be programmed into the 5 Year Capital Improvement Program.

4. Active Transportation – Projects located in both the urban and rural areas. Active Transportation upgrade projects in the UGB add needed sidewalks, bicycle lanes or multi-use paths. Projects outside the UGB include those that add paved shoulders or multi-use paths. There are also more general projects that add needed facilities such as way-finding signage.
5. Intelligent Transportation Systems (ITS) – Projects that incorporate ITS treatments such as coordinated signal systems. The Clackamas County ITS Action Plan includes a range of projects that address the needs of the region, grouped into the following categories:

Traffic Management and Operations (TMO)

Multimodal Operations (MMO)  
Traveler Information (TI)  
Data Collection and Management (DCM)  
Incident and Emergency Management (IM)  
Maintenance and Construction Management (MCM)

6. Repairs – Capital repairs of major damage caused by storms, flooding, landslides or other natural events that damage portions of the transportation system
7. Study – Future transportation studies to be undertaken as part of the implementation of the TSP, The TSP identifies a number of transportation planning efforts needed to provide additional details on capital project needs in specific areas of the County.

## Five Year Capital Improvement Project Table

| Project Category   | Prospectus # | Project Name   | Project Extent                                       | Description   | Funding Source   | Cost Estimate (\$2016) | Anticipated Road Fund Match | FY-16/17 | FY-17/18 | FY-18/19 | FY-19/20 | FY-20/21 |
|--------------------|--------------|--|--|---|--|------------------------|-----------------------------|----------|----------|----------|----------|----------|
| 1-Upgrade          | TBD          | Linwood Ave Improvements                               | Johnson Creek Boulevard to Monroe Street             | Improve to minor arterial standards; add sidewalks, bicycle lanes and stormwater control.   | Tax Increment Financing  | \$4,750,000            | \$0                         |          | X        | X        | X        | X        |
| 1-Upgrade          | 30324        | Monroe St Improvements                                 | 60th Ave to Fuller Road                              | Improve to minor arterial standards; add sidewalks, bicycle lanes and stormwater control. First Phase Project Planning.   | Tax Increment Financing; TGM Grant                                   | \$6,000,000            | \$0                         | X        | X        | X        | X        |          |
| 1-Upgrade          | 30088        | Boyer Extension West                                   | 82nd to Fuller                                       | Construct 2-lane roadway with turn lanes at OR 213 and Fuller Road, bikeways and pedestrian facilities; install flashing yellow arrow for left turns on northbound and southbound approaches at OR 213 intersection; right-in right-out at Fuller/King; Fuller Rd from King to Monroe: sidewalk and drainage improvements | Tax Increment Financing  | \$4,012,179            | \$0                         | X        | X        |          |          |          |
| 1-Upgrade          | 22231        | Last Road Improvements                                 | Evelyn St to Violet St                               | 20 feet of widening on the south side and install a planter strip and sidewalks. Widen the sidewalk on Evelyn just west of Last Rd to meet current standards.   | SPWF, General Sheet Metal, Road Fund                                 | \$493,800              | \$10,832                    | X        | X        |          |          |          |
| 1-Upgrade          | 22230        | Union Mills (turn lane)                                | Union Mills Road at Hwy 213                          | Intersection with Hwy 213 – add turn lane for logging trucks  | STIP - Enhance; Road Fund Match                                      | \$1,229,514            | \$135,471                   | X        | X        |          |          |          |
| 2-Bridge / Culvert | TBD          | Johnson Creek Crossing on Linwood Ave                  | Linwood Ave  | Reconstruct and widen to accommodate sidewalks and bike lanes   | Tax Increment financing  | TBD                    | \$0                         |          |          |          |          | X        |
| 2-Bridge / Culvert | TBD          | Johnson Creek Crossing on Bell Ave                     | Bell Ave   | Reconstruct and widen to accommodate sidewalks and bike lanes   | Tax Increment financing  | TBD                    | \$0                         |          |          |          | X        |          |
| 2-Bridge / Culvert | TBD          | Dodge Park Bridge                                      | Near Lusted Rd / Marsh Rd                            | Rehab bridge  | STP  | \$1,700,000            | \$0                         |          | X        | X        |          |          |
| 2-Bridge / Culvert | 22144        | Salmon River Bridge                                    | Elk Park Road  | Replace existing one-lane bridge with new two lane bridge.  | Highway Bridge Replacement & Rehab Grant; Road Fund Match            | \$3,397,798            | \$605,647                   | X        | X        | X        | X        |          |
| 2-Bridge / Culvert | 22241        | Boardman Creek Bridge Replacement                      | Boardman Creek under River Road and Walta Vista Lane | Replace two Boardman Creek failing culverts under River Road and Walta Vista Lane   | Oak Lodge Sanitary District; Road Fund                               | \$3,400,000            | \$950,000                   | X        | X        | X        | X        |          |
| 2-Bridge / Culvert | 22184        | Pudding River Bridge                                   | Whiskey Hill Road                                    | Construct a new bridge, 32 feet wide, spanning the river inside the current curve.  | STP Grant; Highway Bridge Replacement & Rehab Grant, Road Fund Match | \$9,038,025            | \$1,084,328                 | X        | X        |          |          |          |
| 2-Bridge / Culvert | 22242        | Foster Creek (Bakers Ferry Rd) Bridge Scour Protection |  | Bridge scour repairs  | Road Fund  | \$400,000              | \$400,000                   | X        | X        |          |          |          |
| 2-Bridge / Culvert | TBD          | Bear Creek Bridge                                      | On Canby Marquam Hwy near Barnards                   | Replace bridge  | Highway Bridge Replacement & Rehab Grant; Road Fund                  | \$2,200,000            | \$55,000                    |          |          | X        | X        | X        |
| 3-Safety           | TBD          | ODOT All Road Transportation Safety (ARTS)             | Countywide   | Rural corridor systemic: curve warning signs; rural intersection systemic: enhanced warning signs, urban intersection systemic: signal improvements; urban intersections hot spots: various safety improvements   | HSIP, Road Fund Match  | \$2,685,000            | \$227,000                   |          | X        | X        | X        | X        |
| 3-Safety           | TBD          | Quick Fix Budget                                       | Countywide   | Budget set aside for larger projects such as corridor signing, AWSC conversions, other small safety projects  | Road Fund  | \$100,000              | \$100,000                   |          | X        |          |          |          |
| 3-Safety           | 22238        | ADA Ramps  | Countywide   | In accordance with the Americans with Disabilities Act, implement curb ramp upgrades at various intersections.  | Road Fund  | \$720,129              | \$720,129                   | X        | X        | X        | X        | X        |
| 3-Safety           | 22194        | HWY 224 @ Springwater - Temporary Signal               | Intersection of Highway 224 & Springwater Road       | Install a temporary traffic signal at the intersection of Highway 224 and Springwater Road.   | OTIA, SDC  | \$1,089,855            | \$0                         | X        | X        |          |          |          |
| 3-Safety           | TBD          | SE 242nd Ave and SE 222nd Dr RSA Implementation        | OR 212 to County line                                | Implement RSA recommendations   | Damascus Road Fund   | \$200,000              | \$0                         |          | X        |          |          |          |
| 3-Safety           | TBD          | 242nd / Borges Realignment                             | SE 242nd Ave / SE Borges Rd                          | Realign/regrade intersection of SE 242nd & SE Borges Rd   | Damascus Road Fund   | \$600,000              | \$0                         |          | X        | X        |          |          |

## Five Year Capital Improvement Project Table

| Project Category | Prospectus #   | Project Name  | Project Extent   | Description  | Funding Source                                  | Cost Estimate (\$2016) | Anticipated Road Fund Match | FY-16/17 | FY-17/18 | FY-18/19 | FY-19/20 | FY-20/21 |
|------------------|----------------|---|--|--|---|------------------------|-----------------------------|----------|----------|----------|----------|----------|
| 3-Safety         | 30003<br>30098 | CRC Mobility Project  | In the area between Sunnyside Rd, Sunnybrook Blvd, Fuller Rd and Stevens Rd  | 33 discrete or interconnected projects that improve safety and operations of motor vehicle, transit, freight, and pedestrian and bicycle facilities  | Tax Increment Financing                         | \$26,000,000           | \$0                         | X        | X        | X        |          |          |
| 3-Safety         | TBD            | Orient / Compton AWSC   | Orient / Compton   | Convert to all-way stop control  | Road Fund                                       | \$60,000               | \$60,000                    |          | X        |          |          |          |
| 3-Safety         | TBD            | Kelso & Orient - All-way stop conversion  | Intersection of Kelso Rd & Orient Rd   | Remove existing span wire flasher and poles, install all-way stop traffic control at intersection, including advance and stop bar flashers on all legs.  | Road Fund                                       | \$20,000               | \$0                         |          | X        |          |          |          |
| 3-Safety         | TBD            | Edminston / Wilsonville AWSC  | Edminston Rd / Wilsonville Rd  | Convert to all-way stop control  | Road Fund                                       | \$250,000              | \$250,000                   |          | X        |          |          |          |
| 3-Safety         | TBD            | RSA - Stafford Rd Implementation  | Boeckman to Rosemont   | Implement RSA recommendations along corridor   | Road Fund                                       | \$200,000              | \$200,000                   | X        | X        |          |          |          |
| 3-Safety         | TBD            | RSA - Canby Marquam RSA Recommendations   | 13th to Highway 211  | Intersection improvements at Lone Elder, Macksburg and Gribble, and other corridor work  | Road Fund                                       | \$250,000              | \$250,000                   |          | X        |          |          |          |
| 3-Safety         | TBD            | Central Point / New Era   | Central Point / New Era  | Changes in traffic control / intersection enhancements   | Road Fund                                       | \$150,000              | \$150,000                   |          | X        |          |          |          |
| 3-Safety         | TBD            | RSA -Beavercreek Recommendations  | OC Limits to Ferguson  | Finish RSA implementation work, primarily shoulder work  | Road Fund                                       | \$50,000               | \$50,000                    |          | X        |          |          |          |
| 3-Safety         | TBD            | RSA - Redland Rd  | Abernethy to Henrici   | Perform road safety audit to identify appropriate safety improvements  | Road Fund                                       | \$50,000               | \$50,000                    |          | X        |          |          |          |
| 3-Safety         | 22240          | Victory Blvd @ Forsythe Rd Realignment  | Victory Blvd and Forsythe Rd   | Intersection realignment   | Road Fund; Developer                            | \$185,134              | \$135,134                   | X        | X        |          |          |          |
| 3-Safety-Fix It  | TBD            | HSIP Transitions  | SE Eagle Creek Rd S Eaden Rd S Canby-Marquam Hwy S Union Mills Rd S Molalla Ave S Springwater Rd SW , Stafford Rd- 30013-22228, SW Pete's Mountain Rd/Hoffman Rd S Beavercreek Rd S Henrici Rd S Sawtell Rd S New Era Rd-Old | Curve signing, delineation   | HSIP  | \$600,000              | \$0                         | X        | X        |          |          |          |
| 4-Active Trans   | 22243          | Torbank Sidewalks   | River Rd - Trolley Trail   | Construct sidewalks  | Fee-in-Lieu Of; Road Fund                       | \$380,000              | \$140,000                   | X        | X        |          |          |          |
| 4-Active Trans   | 22248          | Jennings Lodge Pedestrian Improvements  | Portland Ave from Jennings Ave to Hull Ave   | Construct sidewalks  | CDBG, Road Fund                                 | \$727,300              | \$247,300                   | X        | X        | X        |          |          |
| 4-Active Trans   | 22239          | S Ivy Street Pedestrian Intersection Improvements   | Hwy 99E in Canby   | Construct bike lanes and sidewalks.  | STIP - Enhance; Road Fund Match                 | \$2,591,000            | \$407,958                   | X        | X        | X        | X        |          |
| 4-Active Trans   | 22234          | Jennings Ave - Sidewalk and Bike lanes  | McLoughlin Blvd to Oatfield  | Construct curb-tight sidewalk on the north side of Jennings Ave and bike lanes on both sides. Widening the roadway to accommodate bike lanes and sidewalk will require general excavation, rock excavation and new water quality and detention facilities, including new storm water collection infrastructure, removal and construction of a retaining wall and replacement of a guardrail. | MTIP - Regional Flexible Funds                  | \$4,040,213            | \$414,932                   | X        | X        | X        | X        |          |
| 5-ITS            | 22219          | Sunnyside Adaptive Signal System  | Sunnyside Road from 8600 block to 122nd Avenue   | Deploy Adaptive Signal Control Technology (smarter signals) along Sunnyside Road from 8600 block to 122nd Avenue.  | STP Grant, Road Fund match                      | \$986,000              | \$113,956                   | X        | X        |          |          |          |
| 5-ITS            | 22218          | Clackamas County Regional Freight ITS Project Phase 1 – Planning and Design and Phase 2 A/B- Construction | Clackamas Industrial Area to Wilsonville   | Construct ITS improvements in the following freight corridors/employment areas: 1) OR 224 (Milwaukie Expressway); 2) OR 212 / 224 Clackamas Highway; 3) 82nd Drive between the Gladstone Interchange and OR 213 (82nd Avenue); 4)The City of Wilsonville; and 5) Other areas identified in the planning process  | MTIP - Regional Flexible Funds, Road Fund match | \$2,247,664            | \$234,103                   | X        | X        | X        | X        |          |

## Five Year Capital Improvement Project Table

| Project Category | Prospectus # | Project Name                           | Project Extent  | Description  | Funding Source                                   | Cost Estimate (\$2016) | Anticipated Road Fund Match | FY-16/17 | FY-17/18 | FY-18/19 | FY-19/20 | FY-20/21 |
|------------------|--------------|--|---|--|--|------------------------|-----------------------------|----------|----------|----------|----------|----------|
| 5-ITS            | 22235        | Canby Ferry Bank Stabilization and ITS | Canby Ferry   | Extend fiber optic cable from the existing County fiber from Advance Road to Ferry signals, add up to two pan-tilt-zoom CCTV cameras to view the ferry and have images posted on the County's Travel Information website; upgrade ferry notification signs to display green "OPEN" and red "CLOSED" and enhance the bank on the north side roadway approach by removal of hazard trees and bank stabilization. | FHWA Ferry Boat Discretionary Program; Road Fund | \$506,525              | \$102,838                   | X        | X        | X        |          |          |
| 6-Repairs        | TBD          | 90th Ave                               | Monterey to Causey  | Road reconstruction  | STP  | \$550,000              | \$400,000                   |          | X        | X        |          |          |
| 6-Repairs        | 22209        | Deep Creek Bridge Phase 2              | Bridge 06299 MP 0.43 Amisigger Road, 0.12 miles north of Judd | Required mitigation from DSL for the emergency repair and constructing engineered log jams to move Deep Creek back into its original channel away from the bridge abutment   | Road Fund  | \$448,687              | \$448,687                   | X        | X        |          |          |          |
| 6-Repairs        | TBD          | E Salmon River Rd Surface Preservation | US 26 to Welches Rd   | Paving, surface preservation and guardrail adjustment  | Federal Lands Access Program                     | \$200,000              | \$234,055                   |          | X        | X        | X        |          |
| 6-Repairs        | TBD          | Lolo Pass Paving                       | US 26 to near Muddy Fork Rd                                   | Improving and preserving the road surface and extending a revetment  | Federal Lands Access Program                     | \$3,241,922            | \$332,945                   |          | X        | X        | X        |          |
| <b>Total</b>     |              |  |   |  |  | <b>\$85,750,745</b>    | <b>\$8,510,315</b>          |          |          |          |          |          |

## FUNDING SOURCES AND FUTURE PROJECTS

Projects in the 5-Year CIP are funded through a variety of sources, connecting transportation planning to the County's capital construction budget. To be on the 5-Year CIP list, a project must have an identified funding source.

A 20-year funding forecast was completed in October 2012 as a part of the TSP update process. The complete memo outlines funding expected to be received over the next 20 years. One of the key themes is that ***the County Road Fund is only anticipated to play a minor role (as match money for other funding sources) in future capital projects.***

Since the Road Fund will be used only to match funds from other sources, reliance upon other funding sources for capital projects has increased. To help match projects to appropriate funding sources, recently used sources are reviewed below and potential projects for the next funding cycle are identified. Table B: Key Projects Matched with Potential Grant Funding Sources highlights projects in the TSP that should be considered when the next grant cycle is open. This table follows the discussion of funding sources.

While identification of potential projects is needed as the programs become open for applications, ultimately the selection of appropriate projects will be determined when the application is developed.

### Local Funding Sources

#### **Clackamas County Road Fund**

The County Road Fund is made up of revenue received through the Oregon State Highway Trust Fund from state gas tax, weight-mile tax, vehicle registration fees (VRF) and vehicle titling fees. These funds are distributed to the County based on allocation schedules set out in state law.

The state constitution and Oregon Revised Statutes require State Highway Trust Fund revenue to be used "...for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, and streets..." (including a mandatory minimum 1% annual expenditure on bicycle and pedestrian facilities). Road Fund money is often used as the local contribution (match) for projects funded by federal, state and other local funding programs.

The County Road Fund also includes federal funds from timber revenues. Since 2001, approximately 17.6% of funding for rural transportation projects and 3.4% of funding for urban transportation projects has come from the Road Fund.

#### **Transportation System Development Charges (TSDCs)**

TSDCs are one-time assessments on new developments based on the number of vehicle trips the developments are forecast to generate. This equitably spreads the cost of increased capacity road projects to new development because new and expanding developments rely on improvements to the road network provided through the County's capital improvement program. These funds are dedicated to projects that improve capacity, may not be used for maintenance or multi-modal projects, and are restricted to projects on an adopted list within a geographic area.

Improved capacity can include operational efficiencies (e.g., signalization) that increase the number of vehicles accommodated by the system or added facility miles.

#### **Urban Renewal (Tax Increment Financing [TIF])**

Urban renewal raises money for public improvements through Tax Increment Financing (TIF) in blighted areas. Local investments focus on creating jobs, helping businesses, improving communities and increasing the tax base to result in long-term financial stability for local service providers and property owners. The use of funds from urban renewal districts is customized to meet the needs of the approved plan for the urban renewal area.

Expenditures are restricted to making improvements within the geographic limits of the urban renewal area in which the funds were raised, and focus on funding infrastructure consistent with the adopted urban renewal plan. Urban renewal frequently provides matching funds for money from federal, state, regional and other local sources.

There are three County urban renewal districts. Only one, the North Clackamas Revitalization Area (NCRA), still collects revenue and only two, the Clackamas Town Center District and the NCRA, are forecast to invest revenue in transportation projects over the next 20 years.

## **Drive to Zero**

*Reducing Injuries and Fatalities in Clackamas County* is the mission of the Clackamas Safe Communities Program, emphasizing transportation-related crashes as a leading injury prevention issue. The program's approach to crash reduction includes using the "5E's" (Education, Enforcement, Engineering, Emergency Medical Response and Evaluation). Efforts include selected enforcement, safety education and safety projects.

## **Fee in Lieu of (FILO)**

Clackamas County code 1007.10 provides for a fee in lieu of (FILO) required frontage improvement on County roads. The frontage improvement requirement is primarily for sidewalks. FILO is typically used when a development is being proposed in an area with few or no sidewalks present. Instead of the developer building the required sidewalk improvement on the frontage, a fee is paid. The intent is for the County to build continuous sidewalk once enough fees are collected.

## **Federal, State and Regional Funding Sources**

### **Federal Highway Trust Fund – Fixing America's Surface Transportation Act (FAST Act)**

Projects on National Highway System facilities can access federal funding. Periodically, federal legislation reauthorizes federal highway, transit and transportation safety programs funded through the Highway Trust Fund. The current reauthorization, FAST Act, was enacted in 2016 and is set to expire in 2020. FAST Act contains the following federal aid highway programs and mass transit funding:

National Highway Performance Program  
Surface Transportation Block Grant Program (STBGP)  
Highway Safety Improvement Program (HSIP)  
Congestion Mitigation & Air Quality Improvement Program (CMAQ)  
Metropolitan Transportation Planning  
Surface Transportation Program (STP)

### **Oregon State Highway Fund**

Highway revenues in the State of Oregon have several major sources; motor vehicle registration and title fees, driver's license fees, motor vehicle fuel taxes and weight-mile taxes. Net revenues from the above taxes and fees are deposited into an account known as the State Highway Fund. With minor exceptions, the Oregon Constitution (Article IX, Section 3a) dedicates highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.

### **Transportation Investment Generating Economic Recovery Discretionary Grant (TIGER)**

The TIGER program provides a unique opportunity for the US Department of Transportation to invest in road, rail, transit and port projects that promise to achieve critical national objectives. Since 2009, Congress has dedicated more than \$4.1 billion for six rounds of TIGER to fund projects that have a significant impact on the nation, a region or a metropolitan area.

Each project needs to be multi-modal, multi-jurisdictional or otherwise challenging to fund through existing programs. TIGER uses a rigorous process to select projects with exceptional benefits that explore ways to deliver projects faster and save on construction costs, and that invest in the nation's infrastructure to make communities more livable and sustainable. In urban areas, the minimum project amount is \$10 million; in rural areas the minimum project amount is \$1 million. Projects must be regionally significant and closely aligned with economic benefits.

### **Western Federal Lands Access Program**

The Federal Lands Access Program was created by MAP-21 to improve access to federal lands. The program is directed towards public highways, roads, bridges, trails and transit systems that are under state, county, town, township, tribal, municipal or local government jurisdiction or maintenance and provide access to federal lands. The following activities are eligible for consideration:

Preventive maintenance, rehabilitation, restoration, construction and reconstruction  
Adjacent vehicular parking areas



Acquisition of necessary scenic easements and scenic or historic sites  
Provisions for pedestrian and bicycles  
Environmental mitigation in or adjacent to federal land to improve public safety and reduce vehicle/wildlife mortality while maintaining habitat connectivity  
Construction and reconstruction of roadside rest areas, including sanitary and water facilities  
Operation and maintenance of transit facilities

Proposed projects must be located on a public highway, road, bridge, trail or transit system that is located on, is adjacent to or provides access to federal lands for which title or maintenance responsibility is vested in a state, county, town, township, tribal, municipal or local government.

### **FHWA Accelerated Innovation Deployment (AID) Demonstration Program**

AID provides funding as an incentive for eligible entities to accelerate the implementation and adoption of innovation in highway transportation. FHWA encourages the use of AID Demonstration funds to promote the deployment of the *Every Day Counts* (EDC) initiatives, which provide ways to improve highway planning, design, construction and operation.

This program is part of the multi-faceted Technology and Innovation Deployment Program (TIDP) approach that provides funding and other resources to offset the risk of trying an innovation. AID Demonstration funds are available for any project eligible for assistance under Title 23, United States Code. Eligible projects may involve any aspect of highway transportation that addresses TIDP goals, and must include proven innovative practices or technologies. Innovations may include infrastructure and non-infrastructure strategies or activities that the applicant or sub-recipient intends to implement and adopt as a significant improvement from the conventional practice.

### **FHWA Emergency Relief Program**

Title 23, United States Code, Section 125, authorizes a special program from the Highway Trust Fund for the repair or reconstruction of federal-aid highways and roads on federal lands that have suffered serious damage as a result of natural disasters or catastrophic failures from an external cause. This program, commonly referred to as the emergency relief or ER program, supplements the commitment of resources by states, their political subdivisions or other federal agencies to help pay for unusually heavy expenses resulting from extraordinary conditions.

The applicability of the ER program to a natural disaster is based on the extent and intensity of the disaster. Damage to highways must be severe, occur over a wide area and result in unusually high expenses to the highway agency. Applicability of ER to a catastrophic failure is based on the criteria that the failure was not the result of an inherent flaw in the facility, but was sudden, caused a disastrous impact on transportation services and resulted in unusually high expenses to the highway agency.

This program has been used to fund projects in Clackamas County needed due to federal emergencies, such as Lolo Pass / Zig Zag River Bridge, Henrici Road and E. Barlow Trail Road.

### **FHWA Ferry Boat Discretionary (FBD) Program**

The FBD program provides funding for ferry facilities that are on a non-Interstate public road and are publicly owned, publicly operated or majority publicly owned providing substantial public benefits. Projects selected for funding under this program are funded at 80 percent Federal share.

### **Statewide Transportation Improvement Program (STIP)**

The Statewide Transportation Improvement Program, known as the STIP, is Oregon's four-year transportation capital improvement program. The STIP identifies the funding for, and scheduling of, transportation projects and programs on federal, state, city and county transportation systems, multimodal projects (highway, passenger rail, freight, public transit, bicycle and pedestrian) and projects in the National Parks, National Forests and Indian tribal lands.

### **Highway Safety Improvement Program (HSIP)**

This ODOT program has been expanded under FAST Act to incorporate the functions and funding that were previously contained in the High Risk Rural Roads Program. The HSIP is focused on projects on local agency roads (non-ODOT facilities) and ODOT facilities. The goal is to increase awareness of safety on all roads, promote best practices for infrastructure safety, complement behavioral safety efforts, and focus limited resources to reduce fatal and serious injury crashes. The program is data-driven to achieve the greatest benefits in crash reduction and was developed to be blind

to jurisdiction. ODOT is currently working to transition the safety program. During the transition, funding for local agency roads will be allocated to primarily focus on a few systemic low-cost fixes that can be implemented in the shorter timeframe.

### **Highway Bridge Program (HBP)**

This program is part of the National Highway Performance Program and the Surface Transportation Program. Bridge improvement and replacement remain a major priority of ODOT. To qualify for this funding, a bridge typically needs to have a sufficiency rating of less than 50.

### **Oregon Watershed Enhancement Board (OWEB)**

The OWEB is a state agency that provides grants to help Oregonians take care of local streams, rivers, wetlands and natural areas. Community members and landowners use scientific criteria to decide jointly what needs to be done to conserve and improve rivers and natural habitat in the places where they live. OWEB grants are funded from the Oregon Lottery, federal dollars and salmon license plate revenue.

### **Fish America Foundation**

Fish America, in partnership with the NOAA Restoration Center, awards grants to local communities and government agencies to restore habitat for marine and anadromous fish species. Successful proposals have community-based restoration efforts with outreach to the local communities. These grants are small, but help with bridge scour projects.

### **National Fish Passage Program - US Fish and Wildlife**

The U.S. Fish and Wildlife Service National Fish Passage Program is a voluntary, non-regulatory conservation assistance program that provides financial and technical support to remove or bypass artificial barriers that impede the movement of fish and other aquatic species and contribute to their decline. The program implements fish passage improvement-based, cost shared projects to protect, restore or enhance habitats that support fish and other aquatic species and their populations. All or a portion of project funds may be transferred to partner organizations through cooperative agreements if the Service lacks the capability to implement a project.

### **Jobs and Transportation Act (JTA)**

To help address funding shortfalls for some long-standing transportation needs, as well as stimulate the state's economy, the 2009 Oregon Legislature provided dedicated funding to nine different projects and an additional \$26.3 million in modernization funding for ODOT Region 1. Six of the Region 1 projects are in the urban Metro area, including the first phase of the Sunrise Project, which was recently completed. In July of 2017, the State legislature passed HB 2017-10 which increased funding to several different state transportation funding programs.

### **ConnectOregon**

ConnectOregon is a lottery bond-based initiative to invest in air, rail, marine, transit and bicycle/pedestrian infrastructure to ensure Oregon's transportation system is strong, diverse and efficient. ConnectOregon projects are eligible for up to 80% of project costs for grants and 100% for loans. A minimum 20% cash match is required from the recipient for all grant-funded projects. Projects eligible for funding from state fuel tax revenues are not eligible. If a highway or public road element is essential to the complete functioning of the proposed project, applicants are encouraged to work with their ODOT region, city or county to identify the necessary funding sources.

The previous focus on air, rail, marine and transit projects limited the 20-year TSP projects appropriate for funding from this source. With the addition of active transportation projects, this may be an appropriate TSP funding source in the future.

### **Immediate Opportunity Funds (IOF)**

The IOF supports primary economic development in Oregon through construction and improvement of streets and roads. The 1987 Legislature created state funding for immediate economic opportunities with certain motor vehicle gas tax increases. Access to this fund is discretionary and the fund may only be used when other sources of financial support are unavailable or insufficient. The IOF is not a replacement or substitute for other funding sources.

The IOF is designed to meet the following objectives:

Provide needed street or road improvements to influence the location, relocation or retention of a firm in Oregon

Provide procedures and funds for the Oregon Transportation Commission (OTC) to respond quickly to economic development opportunities

Provide criteria and procedures for the Oregon Economic and Community Development Department, other agencies, local governments and the private sector to work with ODOT in providing road improvements needed to ensure specific job development opportunities for Oregon, or to revitalize business or industrial centers

The use of the IOF is limited to:

Type A: Specific economic development projects that affirm job retention and job creation opportunities

Type B: Revitalization of business or industrial centers to support economic development

Type C: Preparation of Oregon Certified Project-Ready Industrial Sites

### **Special Public Works Fund (SPWF)**

The Special Public Works Fund (SPWF) provides funds for publicly owned facilities that support economic and community development in Oregon. Funds are available to public entities for planning; designing; purchasing; improving and constructing publically owned facilities; replacing publically owned essential community facilities; and emergency projects as a result of a disaster.

### **Metropolitan Transportation Improvement Program (MTIP)**

MTIP is the federally-mandated four-year schedule of expenditures of federal transportation funds and significant state and local funds in the Portland metropolitan region. The MTIP provides the upcoming four-year implementation schedule of transportation projects in the Portland region.

For projects to receive federal transportation funding, they must be included in the Regional Transportation Plan (RTP). MTIP coordinates spending of federal and state transportation funds for four different public agencies: Metro, ODOT, TriMet and South Metro Area transit district.

### **Regional Flexible Fund Allocation (RFFA)**

The regional flexible fund allocation (RFFA) process is used to determine which locally identified priorities are awarded funding to advance the goals of the RTP. The RFFA process typically takes place on a two-year funding cycle to match closely with the MTIP update schedule.

**Table B: Key Projects Matched with Possible Grant Funding Sources**

| <b>Project Name<br/>(TSP Number)</b>                    | <b>Description</b>  | <b>Possible Funding<br/>Source</b> |
|---|---|------------------------------------|
| I-205 Bottleneck Project (4016)                         | Improvement to I-205 between the Stafford interchange and the east end of the Abernethy Bridge to address congestion issues   | STIP Enhance / TIGER, JTA 2        |
| Arndt Rd Connection (1106)                              | Planning study to develop transportation alternatives and alternative project alignments to provide improved access between I-5 / Wilsonville and Canby   | STIP Enhance / JTA 2               |
| Sunrise Project Phase II (4036)                         | Extend the Sunrise Project to 172 <sup>nd</sup> Avenue  | STIP Enhance / JTA 2               |
| OR 211 (4040)   | OR 170 (Canby Marquam Hwy)/ OR 211 intersection – intersection improvements   | STIP Fix-it / HSIP                 |
| Bull Run Truss (3038)                                   | Replace bridge  | STIP / HBR                         |
| 172 <sup>nd</sup> Ave / 190 <sup>th</sup> Ave Connector | Environmental assessment and project construction to connect 172 <sup>nd</sup> Avenue to 190 <sup>th</sup> Avenue as envisioned in the 172 <sup>nd</sup> / 190 <sup>th</sup> Corridor Management Plan | MTIP                               |
| Badger Creek  | Rugg Road / Springwater Trail culvert replacement   | OWEB / ODFW                        |
| 97 <sup>th</sup> Ave / Mather Rd (1011)                 | Add bikeways, pedestrian facilities and east-bound left turn lanes at Mather Rd / Summers Lane  | MTIP /RFFA                         |
| Alberta St / 72 <sup>nd</sup> Ave (2000)                | Add sidewalks, bicycle lanes and stormwater   | TIF                                |
| Luther Rd (2001)  | Add sidewalks, bicycle lanes and stormwater   | TIF                                |
| Overland St   | Add sidewalks, bicycle lanes and stormwater   | TIF                                |
| Lake Oswego to Milwaukie Bridge (2022)                  | Construct bike/pedestrian crossing over the Willamette River  | Connect Oregon                     |
| Holly St (1109)   | Add paved shoulders   | STIP / Enhance                     |
| Clackamas River Drive (3113)                            | Construct bikeway in accordance with the Active Transportation Plan; add turn lanes at Springwater Rd and Forsythe Rd   | STIP / Enhance                     |
| Newland Crk Bridge / Advance Rd (2027)                  | Replace culverts and roadway embankment with a bridge on the same approximate vertical and horizontal alignment that will improve fish passage to the site.   | FHWA AID Demonstration             |
| Woodcock Creek / Grimm Bridge                           | Bridge replacement  | HBR/ OWEB / National Fish Passage  |
| Aschoff Rd  | Culvert repair project  | OWEB / National Fish Passage       |
| OR 212 Freight Mobility Corridor Improvement            | Freight mobility improvements on OR 212 between Rock Creek Junction and US 26   | MTIP / STIP / JTA 2                |

## OPERATING IMPACTS

Although there are often operating impacts associated with capital improvements, these do not usually play an important part in the selection of projects to be undertaken. It can be expected that new roads, intersections or buildings will require less maintenance than older facilities but this is not the reason for constructing those additions or improvements. Transportation projects are done to increase safety or capacity or alleviate congestion. Facilities projects are done to repair damage, retrofit existing space for more optimal use or meet certain grant or legal requirements or citizen mandates such as ADA compliance or the construction of visitor information centers with transient room tax revenues. As with transportation projects, debt service is not an important consideration. Facilities are constructed as funds are available to pay for them. To the extent that operating impact information is available, it is included in the specific project summaries that follow.

Even though forecasted operating impacts are not critical in determining if a project should be undertaken, it is possible to forecast those impacts in general terms for transportation improvements. It can be expected that operating costs will amount to 0.5% per year of the total cost of construction over the life of the project. Thus, over the life of a \$10 million road improvement, about \$50,000 will be required annually (on average) to maintain the improvement. For the first three to five years, upkeep may not be required at all. As the road begins to age, striping and culvert cleaning might be called for. After five to ten years, a chip seal might be required and this expense can be expected every five years thereafter. At 20 years, the road might need to be repaved. At 30 years, the road is scheduled for reconstruction.

Of much greater consequence than estimating the operating impact of undertaking new projects is the impact of NOT undertaking those critical projects. Every year, a larger percentage of county roads slip into disrepair and the county simply doesn't have the necessary revenue to keep up with crucial maintenance. The cost to reconstruct a road in the future is more than 10 times greater than the cost of providing preventive maintenance today. So the cost of not undertaking a \$10 million road improvement could be \$100 million.

| Project No.                              | Project Name  | Current Phase(s) | Begin Construction | End Construction | Project Completion | Project Cost Estimate | Project Manager(s)              |
|--|---|------------------|--------------------|------------------|--------------------|-----------------------|---------------------------------|
| <b>02040-ADA IMPROVEMENTS - TITLE VI</b> |   |                  |                    |                  |                    |                       |                                 |
| 22238                                    | ADA Ramps Project #1: Oak Grove Blvd.                   | Design           | Mar-20             | Jun-20           | Jun-20             | \$593,715             | Stephen Williams/Joel Howie     |
| 22280                                    | ADA Ramps Project #2: Sunnyside Rd. 132nd Ave.          | Design           | Apr-20             | Sep-20           | Sep-20             | \$760,000             | Joel Howie                      |
| <b>02101-ROAD PROJECTS</b>               |   |                  |                    |                  |                    |                       |                                 |
| 22218                                    | Clackamas County Regional Freight ITS Project           | Planning         | Jan-21             | Dec-22           | Dec-22             | \$2,105,193           | Bikram Raghubansh               |
| 22240                                    | Victory Rd @ Forsythe Rd Realignment                    | Design           | Jul-19             | Nov-19           | Nov-19             | \$535,569             | Robert Knorr                    |
| 22252                                    | SE 90th Avenue Reconstruction                           | Design           | Jun-20             | Sep-20           | Sep-20             | \$2,238,015           | Jonathan Hangartner             |
| 22258                                    | Bull Run River (SE Bull Run Rd) Bridge                  | Construction     | May-19             | Oct-19           | Oct-19             | \$226,887             | Jonathan Hangartner             |
| 22259                                    | Tualatin River (SW Petes Mtn Rd) Bridge                 | Construction     | May-19             | Oct-19           | Oct-19             | \$141,351             | Jonathan Hangartner             |
| 22260                                    | Clear Creek (S Springwater Rd) Bridge                   | Construction     | Feb-19             | Jul-19           | Jul-19             | \$685,111             | Jonathan Hangartner             |
| 22267                                    | Bull Run River (Bull Run Rd) Bridge TS&L                | Design           | N/A                | N/A              | Jun-19             | \$322,550             | Jonathan Hangartner             |
| 22269                                    | 232nd Drive at MP 0.3                                   | Design           | May-20             | Oct-20           | Oct-20             | \$607,000             | Jonathan Hangartner             |
| 22270                                    | South End RD at MP 3.8                                  | Design           | Mar-21             | Oct-22           | Oct-22             | \$2,740,000           | Joel Howie                      |
| 22274                                    | E Salmon river Road Preventative Maintenance            |                  | Jul-19             | Oct-20           | Oct-20             | \$493,099             | Joel Howie                      |
| 22275                                    | Lolo Pass Rd Satabilization & Surface Preservation      | Design           | Jun-20             | Oct-23           | Oct-23             | \$4,067,403           | Joel Howie                      |
| R1804                                    | Fiber Communication on 82nd Drive Project               |                  | Jan-20             | Jun-20           | Jun-20             | \$60,000              | Bikram Raghubansh               |
| R1805                                    | Fiber Communication Project on Oatfield Rd              |                  | Jan-20             | Jun-20           | Jun-20             | \$130,000             | Bikram Raghubansh               |
| R1806                                    | Clackamas County I-5/I-205 ICM Project                  |                  | N/A                | N/A              | Dec-21             | \$400,000             | Bikram Raghubansh               |
| <b>02102-BIKE/PED PROJECTS</b>           |   |                  |                    |                  |                    |                       |                                 |
| 22234                                    | Jennings Avenue (OR 99E to Oatfield Rd) Sidewalks       | Design           | Apr-21             | Nov-21           | Nov-21             | \$4,005,000           | Robert Knorr                    |
| 22239                                    | S Ivy Street Pedestrian Intersection Improvements       | Design           | Jun-22             | Aug-23           | Aug-23             | \$2,595,117           | Jonathan Hangartner             |
| 22243                                    | Torbank (River Rd - Trolley Trail) Sidewalks            | Construction     | Jun-19             | Oct-19           | Oct-19             | \$862,391             | Jonathan Hangartner             |
| 22248                                    | Jennings Lodge Pedestrian Improvements: Portland Avenue | Design           | Apr-19             | Sep-19           | Sep-19             | \$816,263             | Robert Knorr                    |
| 22261                                    | Bilquist School Zone Flashers                           | Design           | Jun-19             | Dec-19           | Dec-19             | \$150,844             | Scott Hoelscher/Bikram Raghuban |
| 22265                                    | Trolley Trail Bridge Feasibility Study                  | Planning         | N/A                | N/A              | Oct-19             | \$225,000             | Joel Howie                      |
| <b>02103-SAFETY PROJECTS</b>             |   |                  |                    |                  |                    |                       |                                 |
| 22149                                    | Wilsonville Rd and Edminston Rd Safety Project          | Design           | Jul-19             | Jun-20           | Jun-20             | \$223,975             | Carl Olson                      |
| 22235                                    | Canby Ferry Bank Stabilitation & ITS                    | Design           | Jan-21             | Dec-22           | Dec-22             | \$674,139             | Bikram Raghubansh               |
| 22254                                    | S Central Point Rd/S New Era Rd Intersection            | Design           | May-20             | Oct-20           | Oct-20             | \$1,096,411           | Jonathan Hangartner             |
| 22271                                    | ARTS Rural Systemic Safety Countermeasures              | Design           | Sep-19             | Jun-20           | Jun-21             | \$1,770,170           | Christian Snuffin               |
| 22272                                    | Dryland Road Guardrail                                  | Design           | Sep-19             | Dec-19           | Dec-19             | \$72,000              | Christian Snuffin               |
| 22273                                    | Duus Road Guardrail Project                             | Design           | Sep-19             | Oct-19           | Oct-19             | \$61,050              | Joel Howie                      |
| 22278                                    | 222nd & Tillstrom 4-Way Flashers                        |                  | Jan-20             | Dec-20           | Dec-20             | \$215,000             | Carl Olson                      |
| 22279                                    | 242nd / Borges Realignment                              | Design           | May-20             | Sep-20           | Sep-20             | \$510,000             | Joel Howie                      |
| 22282                                    | DAMASCUS ROADS TIER 1 SAFETY Damascus RSA Tier          |                  | Sep-19             | Dec-20           | Dec-20             | \$180,000             | Christian Snuffin               |
| S1803                                    | Rural Systemic Horizontal Alignment Signs               |                  | Sep-19             | Jun-20           | Jun-20             | \$250,000             | Christian Snuffin               |
| <b>02105-BRIDGE PROJECTS</b>             |   |                  |                    |                  |                    |                       |                                 |
| 22085                                    | Clackamas River (Springwater Road) Bridge               | Construction     | Jan-11             | Jul-19           | Jul-19             | \$14,922,043          | Stanley Monte                   |
| 22144                                    | Salmon River (Elk Park Road) Bridge                     | Construction     | Jun-17             | Aug-19           | Aug-19             | \$4,735,704           | Stanley Monte                   |
| 22251                                    | Dodge Park Bridge Rehab                                 | Design           | N/A                | N/A              | Apr-19             | \$137,793             | Jonathan Hangartner             |
| 22257                                    | Bear Creek (Canby Marquam Hwy) Bridge                   | Design           | Mar-21             | Oct-22           | Oct-22             | \$2,319,417           | Joel Howie                      |
| 22276                                    | Woodcock Creek (Grimm Rd) Bridge Scour                  | Repair/Maint     | May-21             | Nov-23           | Nov-23             | \$480,154             | Devin Patterson                 |
| 22277                                    | Woodcock Creek (Wright Rd) Bridge Scour                 | Repair/Maint     | Jun-20             | Nov-22           | Nov-22             | \$539,881             | Devin Patterson                 |

| Project No.                  | Project Name                                   | Current Phase(s) | Begin Construction | End Construction | Project Completion | Project Cost Estimate | Project Manager(s) |
|------------------------------|--|------------------|--------------------|------------------|--------------------|-----------------------|--------------------|
| <b>02105-BRIDGE PROJECTS</b> |  |                  |                    |                  |                    |                       |                    |
| B1803                        | Badger Creek (Rugg Rd) Culverts Replacement    |                  | Jul-21             | Nov-23           | Nov-23             | \$550,000             | Devin Patterson    |
| B1804                        | Milk Creek (Bonney Rd) Bridge Scour Protection | Design           | Jul-21             | Nov-23           | Nov-23             | \$460,000             | Joel Howie         |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22085  
**Project Name:** Clackamas River (Springwater Road) Bridge  
**Project Location:** Springwater Road #1446  
**Map No:** 135

**Program:** 02105-Bridge Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-19

**Project Description/Scope:**

The project replaced the bridge carrying Springwater Road over the Clackamas River. The new structure consists of two travel lanes. This project is largely funded by the state through the OTIA III.

**Project Justification:**

The bridge was be replaced due to functional deficiencies.

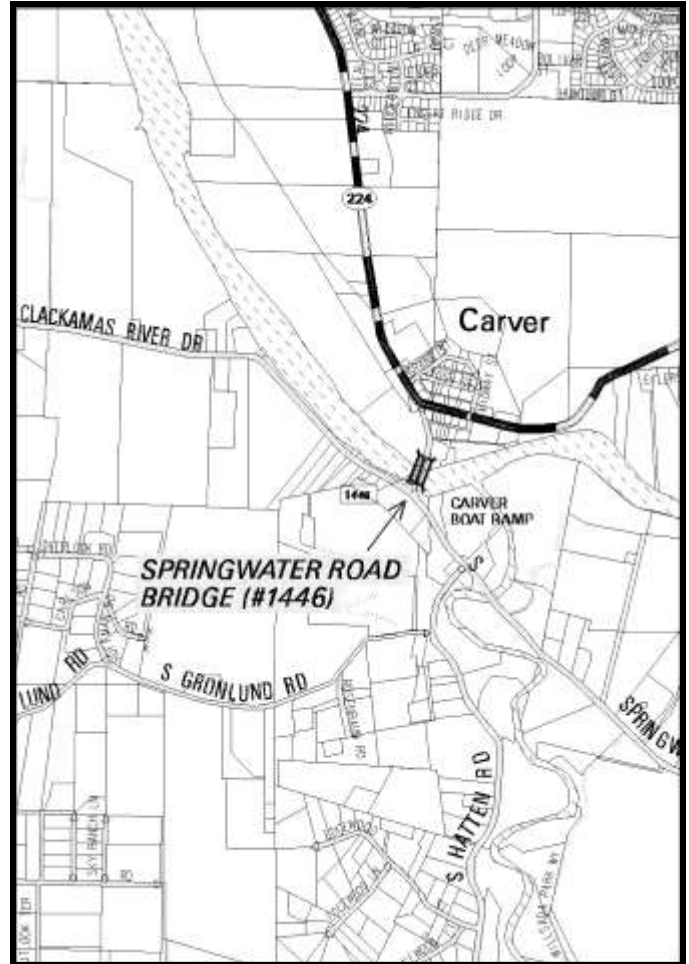
**Impact on Operating Budget:**

System Development Charges and OTIA funds are restricted for capital improvement purposes. This project is eligible for Countywide TSDC funding up to 21% of the total project cost.

**Environmental Impacts:**

**Changes Since Last Plan:**

Carver bridge approaches went out to bid and was awarded to Nutter Corporation. The work is estimated to be completed June 2019



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | Jan-04   | Aug-05 | Feb-09       | Jan-11       |
| EndDate   | Dec-04   | Feb-11 | Dec-14       | Jul-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |                     |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|---------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |                     |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |                     |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |                     |
| Countywide SDCs                        | \$1,910,195          | \$0                 | \$816,000                  | \$5,000                          | \$0        | \$0        | \$0        | \$0        | \$0                    | \$2,731,195         |
| Interest Earned                        | \$125,302            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$125,302           |
| Local Gov't & Other Agencies           | \$50,543             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$50,543            |
| OTIA                                   | \$6,951,863          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$6,951,863         |
| Prior Year Revenue                     | \$4,698,126          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$4,698,126         |
| Rents & Royalties                      | \$333                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$333               |
| Road Fund                              | \$301,977            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$301,977           |
| Third Party Recovery                   | \$289,201            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$289,201           |
| <b>Total Project Revenues</b>          | <b>\$14,327,541</b>  | <b>\$0</b>          | <b>\$816,000</b>           | <b>\$5,000</b>                   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$15,148,541</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |                     |
| 1-Road Planning                        | \$1,143              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$1,143             |
| 2-Road Design                          | \$1,754,789          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$1,754,789         |
| 3-Right of Way Purchase                | \$435,805            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$435,805           |
| 4-Road Construction                    | \$11,909,304         | \$7,956             | \$808,044                  | \$5,000                          | \$0        | \$0        | \$0        | \$0        | \$0                    | \$12,730,304        |
| <b>Total Project Expenditures</b>      | <b>\$14,101,043</b>  | <b>\$7,956</b>      | <b>\$808,044</b>           | <b>\$5,000</b>                   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$14,922,043</b> |



**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22144  
**Project Name:** Salmon River (Elk Park Road) Bridge  
**Project Location:** Elk Park Road  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

This HBRR project will replace the existing one-lane bridge with a new two-lane bridge. The County has executed an IGA with ODOT under the Highway Bridge Replacement and Rehabilitation program guidelines.

**Project Justification:**

The bridge was selected for replacement under the Highway Bridge Replacement and Rehabilitation (HBRR) program due to structural

**Impact on Operating Budget:**

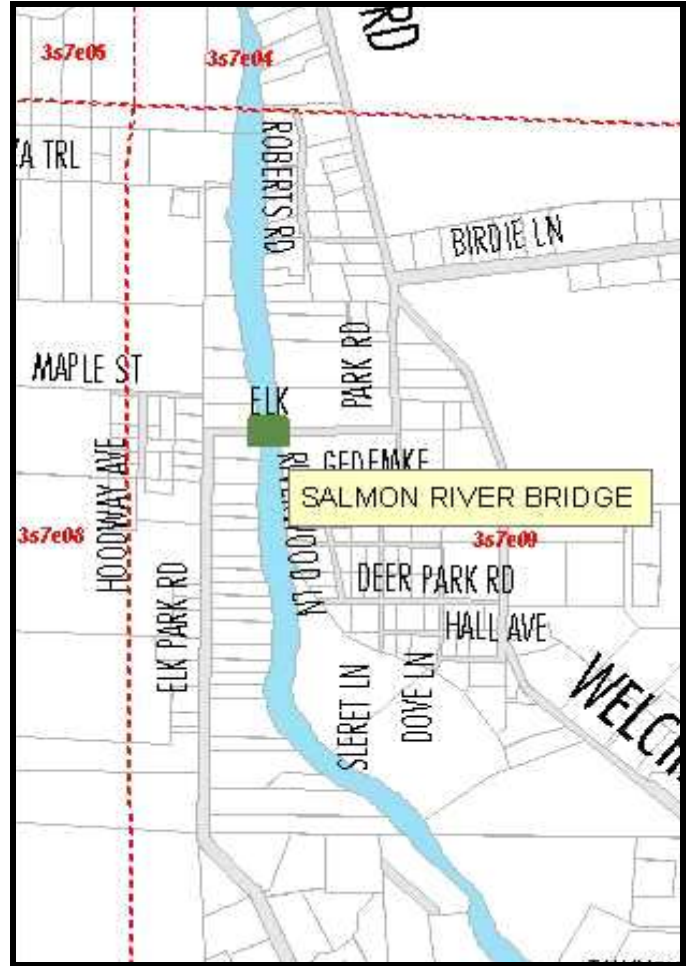
County Road Funds are committed to this project to serve as match for the Highway Bridge Replacement & Rehabilitation (HBRR) Grant. Under this program, the project has potential to qualify and receive approximately \$3,762,000.00

**Environmental Impacts:**

A DSL/Corp 404 permit is required for the project. Also, environmental clearance is required from Federal Highway Administration (FHWA).

**Changes Since Last Plan:**

Difficulties on the contractor's part caused a substantial time loss/ increase in detour and shaft. Which has been reflected in additional inspection and CE costs. At this time contractor is adjusting his work schedule and crew loads to make up for time loss and to meet contractual completion date. Updated budget.



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Mar-10 | Jul-11       | Jun-17       |
| EndDate   |          | Jul-17 | Mar-17       | Aug-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Hwy Bridge Replacement & Rehab         | \$499,477            | \$1,356,776         | \$1,576,734                | \$135,000                        | \$0        | \$0        | \$0        | \$0        | \$3,567,987            |
| I/F Transfer From Fund 416             | \$61,409             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$61,409               |
| Prior Year Revenue                     | \$237,281            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$237,281              |
| Road Fund                              | \$340,469            | \$155,289           | \$368,134                  | \$5,135                          | \$0        | \$0        | \$0        | \$0        | \$869,027              |
| <b>Total Project Revenues</b>          | <b>\$1,138,636</b>   | <b>\$1,512,065</b>  | <b>\$1,944,868</b>         | <b>\$140,135</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$4,735,704</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1-Road Planning                        | \$0                  | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    |
| 2-Road Design                          | \$838,156            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$838,156              |
| 3-Right of Way Purchase                | \$120,607            | \$0                 | \$0                        | \$5,000                          | \$0        | \$0        | \$0        | \$0        | \$125,607              |
| 4-Road Construction                    | \$281,868            | \$1,627,803         | \$1,654,197                | \$208,074                        | \$0        | \$0        | \$0        | \$0        | \$3,771,942            |
| <b>Total Project Expenditures</b>      | <b>\$1,240,630</b>   | <b>\$1,627,803</b>  | <b>\$1,654,197</b>         | <b>\$213,074</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$4,735,704</b>     |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22149  
**Project Name:** Wilsonville Rd and Edminston Rd Safety Project  
**Project Location:** Wilsonville Rd @ Edminston Intersection  
**Map No:** 258

**Program:** 02103-Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 7434 - DTD Trans Safety  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

Improve intersection safety at the intersection of SW Wilsonville Road at SW Edminston Rd using rural Intelligent Technology System (ITS) with proven crash reduction factors. The scope of this project is to install curve speed (advisory) warning system on SW Wilsonville Rd approaching the intersection of SE Edminston Rd. Also install LED interior illuminated "LOOK FOR TRAFFIC" warning sign from Edminston traffic entering SW Wilsonville Rd. These rural ITS technology will be connected via hardwire power connection and will be able to access remotely via wireless communication system.

**Project Justification:**

The intersection of Wilsonville Rd at Edminston Rd has been on County top SPIS site in past years. Sight distance at the intersection is not adequate. Since most of the intersection crashes are related to excessive speeds around the curve, the proposed ITS solution is expected to reduce speeds around the corner and possibly reduce angle crashes.

**Impact on Operating Budget:**

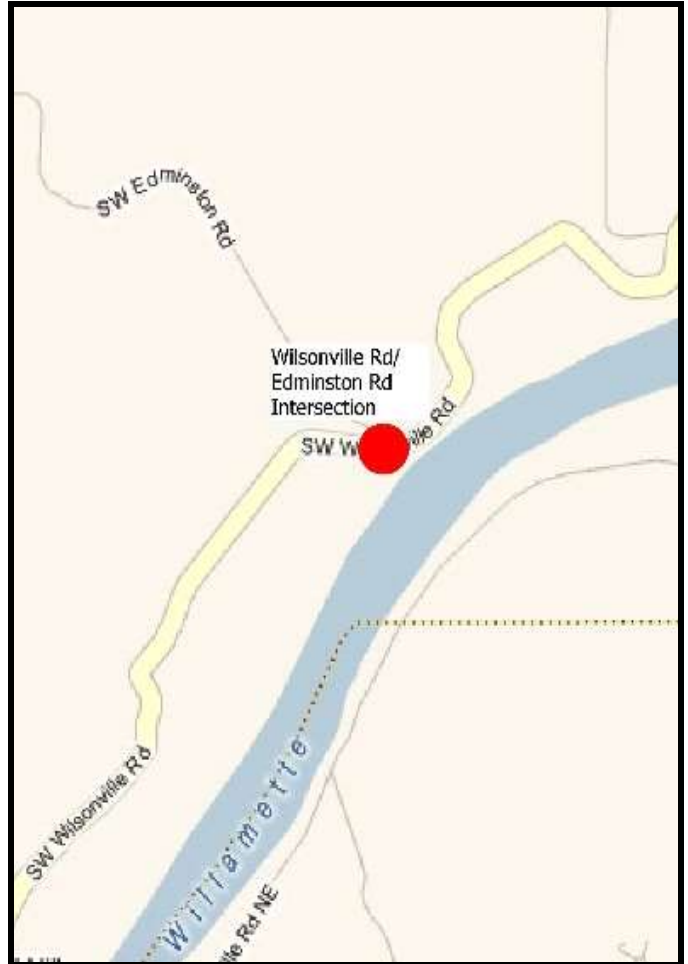
County Road Funds are committed to this project.

**Environmental Impacts:**

None identified at this time. The project consists of installation of radar feedback signs and intersection LED beacon signs.

**Changes Since Last Plan:**

None. This is the initial prospectus for this project.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         | Apr-06   | Dec-18 |              | Jul-19       |
| EndDate           | Oct-07   | Jun-19 |              | Jun-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$8,215              | \$151               | \$54,849                   | \$160,760                        | \$0        | \$0        | \$0        | \$0        | \$223,975              |
| <b>Total Project Revenues</b>          | <b>\$8,215</b>       | <b>\$151</b>        | <b>\$54,849</b>            | <b>\$160,760</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$223,975</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1-Road Planning                        | \$7,685              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$7,685                |
| 2-Road Design                          | \$0                  | \$4,521             | \$50,479                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$55,000               |
| 3-Right of Way Purchase                | \$530                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$530                  |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$160,760                        | \$0        | \$0        | \$0        | \$0        | \$160,760              |
| <b>Total Project Expenditures</b>      | <b>\$8,215</b>       | <b>\$4,521</b>      | <b>\$50,479</b>            | <b>\$160,760</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$223,975</b>       |

**Project Number:** 22184  
**Project Name:** Pudding River (Whiskey Hill Rd) Bridge  
**Project Location:** Whiskey Hill Road  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The existing bridge on Whiskey Hill Road over the Pudding River was a narrow 20-foot, two-lane concrete girder bridge considered functionally obsolete and is labeled as structurally deficient, with a sufficiency rating of 11.5. The project will include construction of a new bridge, 32 feet wide, spanning the river inside of the original curve. Federal Highway Bridge Program (HBP) and Surface Transportation Program (STP) funds were obtained for the project.

**Project Justification:**

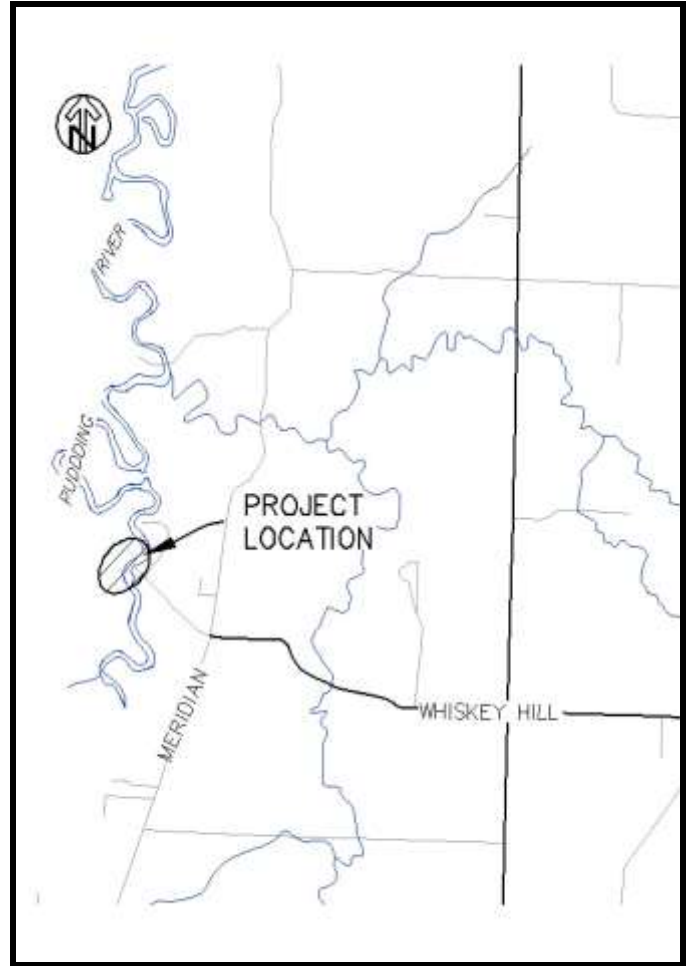
The existing bridge was narrow and aligned along a horizontal curve with poor sight distance. As a result, trucks had a difficult time travelling over the bridge without crossing over the centerline. Oftentimes, vehicles will stop at one end of the bridge to allow oncoming traffic to cross (thus functioning as a one-lane bridge). Additionally, it had a perpetual scour problem. The last inspection report noted that the scour countermeasures installed in the past on each abutment had failed and were not observed on either abutment. The report also recommended that the bridge be replaced with one capable of withstanding the conditions at the bridge site

**Impact on Operating Budget:**

Certified project. County I managed the design and construction. Total federal revenue for Construction awarded to County is \$7,392,903 with the County providing a 10.27% local match. There is an additional \$335,466 funds that can be applied for, per the IGA. We have held off requesting reimbursement due to possible claim with the contractor allowing it to work its course thru possible litigation. It is assumed yet to be acquired funds will cause adjustment to Road Fund Revenues.

**Environmental Impacts:**

The project has federal money and environmental concurrence from FHWA was obtained. US Army Corps & DSL permits were obtained.



**Changes Since Last Plan:**

Bridge opened in July 2017. -Final payment to contractor was made in January 2019. Contractor has filed a \$3.3 mill global construction claim. At this time the County has denied the claim as having no merit and improper, however appeals are forth coming from the contractor. It is anticipated to move to litigation therefore funds have been adjusted for these anticipated costs.

| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Jun-11 | Jun-14       | May-16       |
| EndDate           |          | Mar-16 | Aug-15       | Jan-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Hwy Bridge Replacement & Rehab         | \$6,247,035          | \$34,716            | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$6,281,751            |
| I/F Transfer From Fund 416             | \$4,797              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$4,797                |
| Prior Year Revenue                     | \$51,151             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$51,151               |
| Road Fund                              | \$951,507            | \$3,973             | \$30,517                   | \$33,000                         | \$0        | \$0        | \$0        | \$0        | \$1,018,997            |
| <b>Total Project Revenues</b>          | <b>\$7,254,490</b>   | <b>\$38,690</b>     | <b>\$30,516</b>            | <b>\$33,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$7,356,696</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2-Road Design                          | \$1,120,542          | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,120,542            |
| 3-Right of Way Purchase                | \$67,928             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$67,928               |
| 4-Road Construction                    | \$6,075,226          | \$51,449            | \$8,551                    | \$33,000                         | \$0        | \$0        | \$0        | \$0        | \$6,168,226            |
| <b>Total Project Expenditures</b>      | <b>\$7,263,696</b>   | <b>\$51,449</b>     | <b>\$8,551</b>             | <b>\$33,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$7,356,696</b>     |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22194  
**Project Name:** Hwy 224 @ Springwater - Temporary Signal  
**Project Location:** Intersection of Highway 224 & Springwater Road  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Stanley Monte  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The scope of this project is to install a temporary traffic signal at the intersection of Highway 224 and Springwater Road. This is an interim solution to improve operations and safety at the subject intersection.

**Project Justification:**

The installation of the temporary signal was part of the development conditions for Windswept Waters. The installation of the temporary signal is expected to improve traffic operations and safety.

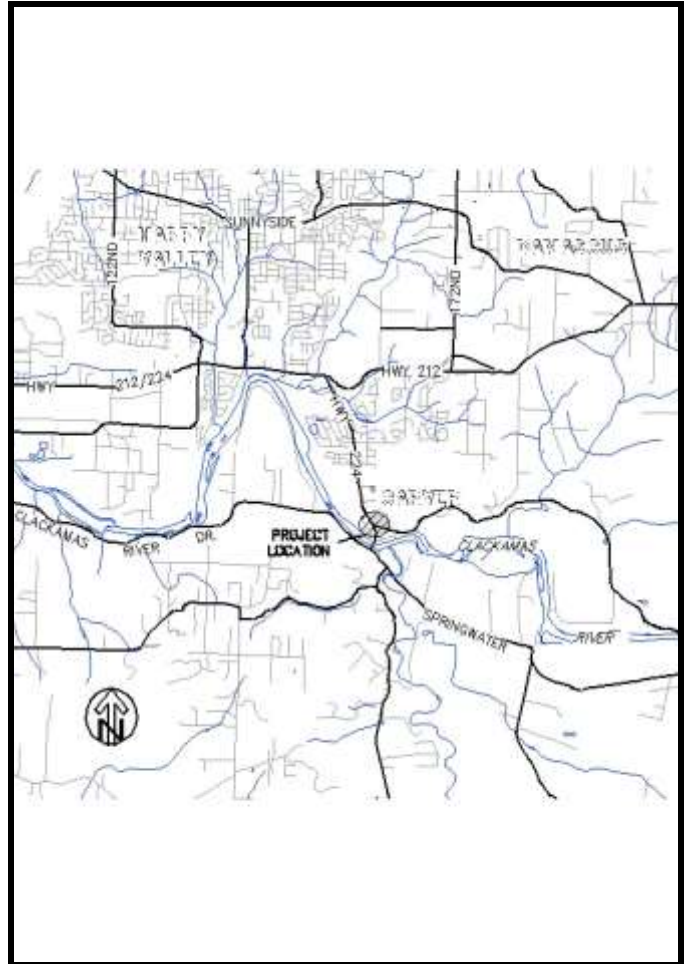
**Impact on Operating Budget:**

Road fund will be used to match the developer contribution on this project. This project is not eligible for TSDC funding.

**Environmental Impacts:**

**Changes Since Last Plan:**

Project has entered construction and is nearing completion. Prior to issuance a construction Permit ODOT implemented new ADA standards and added a forth leg to the signal accommodating the existing business's in the intersection. These changes caused an increase in design and construction cost, which is reflected here. Signal turn on is anticipated for mid-January 2019. Updated schedule and budget.



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate                |          | Mar-11 | Dec-16       | Aug-18       |
| EndDate                  |          | Apr-18 | Mar-18       | Feb-19       |

| <b>Project Budget:</b>                 | <b>Actuals Thru 6/30/18</b> | <b>FY18-19 YTD Actuals</b> | <b>FY18-19 Recd/Exp Remaining</b> | <b>Estimated Project Revenues/Costs</b> |                |                |                |                 | <b>Total Project Estimate</b> |                    |
|--|-----------------------------|----------------------------|-----------------------------------|---|----------------|----------------|----------------|-----------------|-------------------------------|--------------------|
|  |                             |                            |                                   | <b>2019/20</b>                          | <b>2020/21</b> | <b>2021/22</b> | <b>2022/23</b> | <b>2023/24+</b> |                               |                    |
| <i>Actuals recorded thru 3.20.2019</i> |                             |                            |                                   |   |                |                |                |                 |                               |                    |
| <b>Revenues:</b>                       |                             |                            |                                   |   |                |                |                |                 |                               |                    |
| Condition of Approval Permit           | \$342,000                   | \$0                        | \$0                               | \$0                                     | \$0            | \$0            | \$0            | \$0             | \$0                           | \$342,000          |
| Countywide SDCs                        | \$0                         | \$0                        | \$0                               | \$0                                     | \$0            | \$0            | \$0            | \$0             | \$0                           | \$0                |
| Interest Earned                        | \$28,969                    | \$0                        | \$0                               | \$0                                     | \$0            | \$0            | \$0            | \$0             | \$0                           | \$28,969           |
| Prior Year Revenue                     | \$367,051                   | \$0                        | \$0                               | \$0                                     | \$0            | \$0            | \$0            | \$0             | \$0                           | \$367,051          |
| Road Fund                              | \$41,332                    | \$0                        | \$488,763                         | \$0                                     | \$0            | \$0            | \$0            | \$0             | \$0                           | \$530,095          |
| <b>Total Project Revenues</b>          | <b>\$779,353</b>            | <b>\$0</b>                 | <b>\$488,763</b>                  | <b>\$0</b>                              | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>      | <b>\$0</b>                    | <b>\$1,268,116</b> |
| <b>Expenditures:</b>                   |                             |                            |                                   |   |                |                |                |                 |                               |                    |
| 2-Road Design                          | \$248,292                   | \$836                      | \$0                               | \$0                                     | \$0            | \$0            | \$0            | \$0             | \$0                           | \$249,128          |
| 3-Right of Way Purchase                | \$44,278                    | \$57                       | \$9,943                           | \$0                                     | \$0            | \$0            | \$0            | \$0             | \$0                           | \$54,278           |
| 4-Road Construction                    | \$11,249                    | \$580,343                  | \$373,119                         | \$0                                     | \$0            | \$0            | \$0            | \$0             | \$0                           | \$964,711          |
| <b>Total Project Expenditures</b>      | <b>\$303,818</b>            | <b>\$581,236</b>           | <b>\$383,062</b>                  | <b>\$0</b>                              | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>      | <b>\$0</b>                    | <b>\$1,268,116</b> |

**Project Number:** 22201  
**Project Name:** East Barlow Trail Road - Permanent Restoration  
**Project Location:** Mile Post 6.0  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 7433 - DTD Trans Maintenance  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

This is a non-capital required repair that was caused during a January 2011 flood event. The Sandy River over-topped its banks and damaged private property and Clackamas County Roads. Along East Barlow Trail Road, much of the riprap revetment placed after the 1964 flood at his location was washed away in the event leaving approximately 360 feet of the existing roadway vulnerable to erosion and damage in the next significant storm event.

The County will replace the washed away riprap revetment with Class 2000 riprap. The estimated length of the revetment is approximately 375 feet long and a total estimated quantity of 4,500 cubic yards.

**Project Justification:**

Repair roadway so it is not vulnerable to erosion and damage in the next significant storm event.

**Impact on Operating Budget:**

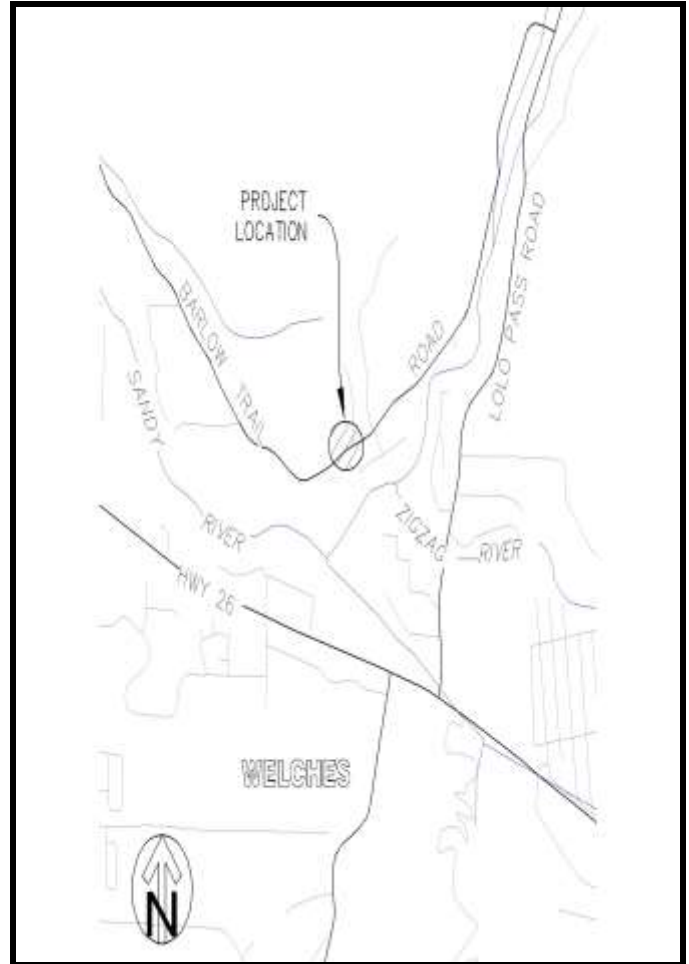
The Emergency Relief Program will provide 89.73% of the funding for this project with the remaining funds coming from the Road Fund.

**Environmental Impacts:**

Environmental permits were obtained for the project. Monitoring reporting of plant establishment is required for 4 years after completion of construction in fall of 2017.

**Changes Since Last Plan:**

Construction is complete, except for plant establishment.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Oct-11 |              | Mar-16       |
| EndDate           |          | Mar-16 |              | Oct-17       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|----------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21        | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                |            |            |            |                        |
| Federal Emergency Relief Prog          | \$36,931             | \$0                 | \$0                        | \$0                              | \$0            | \$0        | \$0        | \$0        | \$36,931               |
| Federal Revenues                       | \$1,069,690          | \$0                 | \$0                        | \$0                              | \$0            | \$0        | \$0        | \$0        | \$1,069,690            |
| Prior Year Revenue                     | \$82,400             | \$0                 | \$0                        | \$0                              | \$0            | \$0        | \$0        | \$0        | \$82,400               |
| Reimbursements                         | \$985                | \$0                 | \$0                        | \$0                              | \$0            | \$0        | \$0        | \$0        | \$985                  |
| Road Fund                              | \$161,858            | \$0                 | \$5,500                    | \$2,500                          | \$2,500        | \$0        | \$0        | \$0        | \$172,358              |
| <b>Total Project Revenues</b>          | <b>\$1,351,864</b>   | <b>\$0</b>          | <b>\$5,500</b>             | <b>\$2,500</b>                   | <b>\$2,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,362,364</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                |            |            |            |                        |
| 2-Road Design                          | \$348,722            | \$0                 | \$0                        | \$0                              | \$0            | \$0        | \$0        | \$0        | \$348,722              |
| 4-Road Construction                    | \$1,003,142          | \$4,473             | \$1,027                    | \$2,500                          | \$2,500        | \$0        | \$0        | \$0        | \$1,013,642            |
| <b>Total Project Expenditures</b>      | <b>\$1,351,864</b>   | <b>\$4,473</b>      | <b>\$1,027</b>             | <b>\$2,500</b>                   | <b>\$2,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,362,364</b>     |



**Project Number:** 22209  
**Project Name:** Deep Creek (Amisigger Road) Bridge, Phase 2  
**Project Location:** Bridge 06299 MP 0.43 Amisigger Road 0.12 miles north of Judd  
**Map No:** B-47 Sec 13 SW

**Program:** 02105-Bridge Projects  
**Project Manager(s):** Devin Patterson  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Jan-19

**Project Description/Scope:**

On December 8, 2009 an emergency authorization was requested from the Department of State Lands (DSL) to allow scour countermeasures to the Deep Creek (Amisigger Road) Bridge. The temporary repair was implemented and included placement of several tons of large rock under and surrounding the bridge abutment on the south end of the bridge. A second phase of work is required that includes constructing engineered log jams to move Deep Creek back into its original channel away from the bridge abutment.

**Project Justification:**

Phase 2 is required to move the channel away from the existing bridge abutment to minimize scour impacts.

**Impact on Operating Budget:**

Road fund is required to close-out the remaining work on this project.

**Environmental Impacts:**

Oregon DSL and Army Corps permits will be required.

**Changes Since Last Plan:**

Updated project budget and schedule.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Jul-12 | Oct-16       | Jun-18       |
| EndDate           |          | May-17 | Feb-18       | Aug-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |                  |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |                  |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| Road Fund                              | \$171,537            | \$0                 | \$296,014                  | \$760                            | \$0        | \$0        | \$0        | \$0        | \$0                    | \$468,311        |
| <b>Total Project Revenues</b>          | <b>\$171,537</b>     | <b>\$0</b>          | <b>\$296,014</b>           | <b>\$760</b>                     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$468,311</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| 2-Road Design                          | \$156,176            | \$13,971            | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$170,147        |
| 3-Right of Way Purchase                | \$9,281              | \$911               | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$10,192         |
| 4-Road Construction                    | \$5,510              | \$280,372           | \$760                      | \$760                            | \$0        | \$0        | \$0        | \$0        | \$0                    | \$287,402        |
| Internal County Contracted Svc         | \$570                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$570            |
| <b>Total Project Expenditures</b>      | <b>\$171,537</b>     | <b>\$295,254</b>    | <b>\$760</b>               | <b>\$760</b>                     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$468,311</b> |

**Project Number:** 22215  
**Project Name:** Sunrise JTA Project Coordination  
**Project Location:** Sunrise Corridor  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Terrence Mungenast  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

This project will support ODOT during the construction of County facilities associated with the Sunrise JTA project. This includes construction engineering services for Minuteman Way, inspection of 122nd Ave, Ford St, 125th Ct and the new 125th Ct cul-de-sac, Herbert Ct, 82nd Dr, Lawnfield Rd, and Mather Rd. This project will also include ODOT/County coordination activities as required for the successful completion of the Sunrise JTA project including but not limited to traffic engineering and traffic control planning.

Ref IGA #29149

**Project Justification:**

As a partner with ODOT, we are better able to assist with County specific issues as related to the Sunrise JTA project. As the future owner of the new facilities mentioned above, it is in our interest to do what we can to ensure we receive a quality product.

**Impact on Operating Budget:**

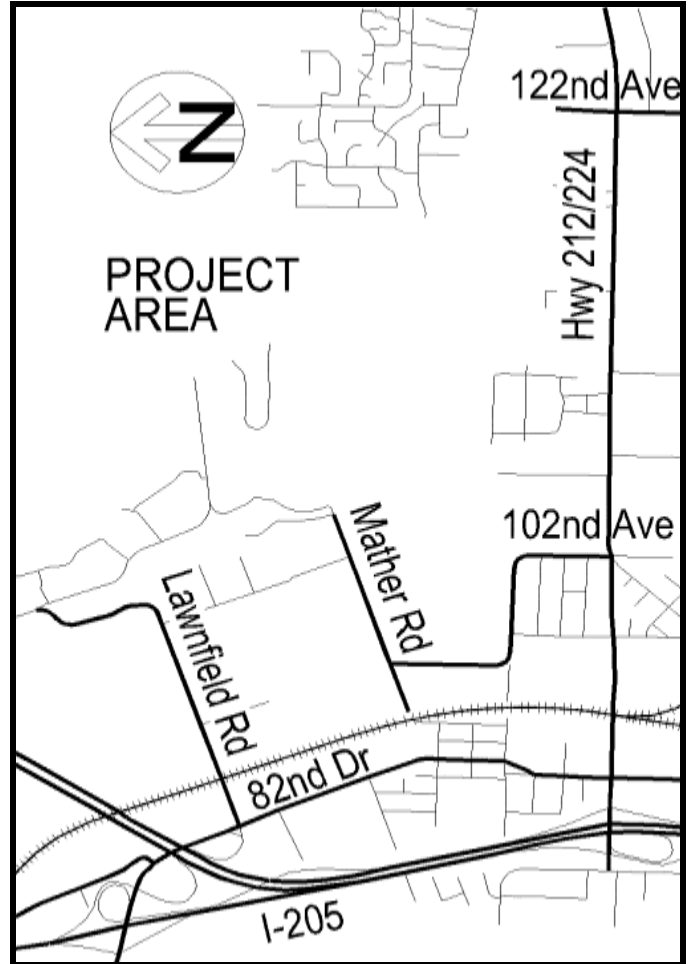
Fully funded by ODOT through Sunrise Jobs and Transportation Act (JTA) Project.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

Update budget, project is substantially complete. Waiting on ODOT to complete IGA to close out project.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          |        |              | Aug-13       |
| EndDate           |          |        |              | Dec-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$1                  | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1                    |
| State Revenues                         | \$411,739            | \$1,969             | \$23,031                   | \$25,000                         | \$0        | \$0        | \$0        | \$0        | \$461,739              |
| <b>Total Project Revenues</b>          | <b>\$411,740</b>     | <b>\$1,969</b>      | <b>\$23,031</b>            | <b>\$25,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$461,740</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 3-Right of Way Purchase                | \$1,035              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,035                |
| 4-Road Construction                    | \$410,077            | \$5,210             | \$19,792                   | \$25,000                         | \$0        | \$0        | \$0        | \$0        | \$460,079              |
| Internal County Contracted Svc         | \$627                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$627                  |
| Legal Fees                             | (\$1)                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | (\$1)                  |
| <b>Total Project Expenditures</b>      | <b>\$411,738</b>     | <b>\$5,210</b>      | <b>\$19,792</b>            | <b>\$25,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$461,740</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22218  
**Project Name:** Clackamas County Regional Freight ITS Project  
**Project Location:** County Wide (UGB Area)  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Bikram Raghubansh  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

This project will be completed in a two part process. It includes the creation of a Freight ITS Plan for the County and all of its Cities in Phase 1 and project implementation of the plan in Phase 2. The Phase 2 construction projects are expected to be focused on Freight ITS Improvements in the following freight corridors/employment areas:

- 1) OR 224 (Milwaukie Expressway);
- 2) OR 212/224 Clackamas Highway;
- 3) 82nd Drive between the Gladstone Interchange and OR 213;
- 4) The City of Wilsonville; and
- 5) Other areas identified in the planning process.

**Project Justification:**

The purpose of the project is to improve the reliability of the regional freight system by reducing freight vehicle delay in known congested areas. The project would accomplish this by planning and implementing freight ITS improvements specifically focus on providing truck priority enhancements to the ITS operations.

**Impact on Operating Budget:**

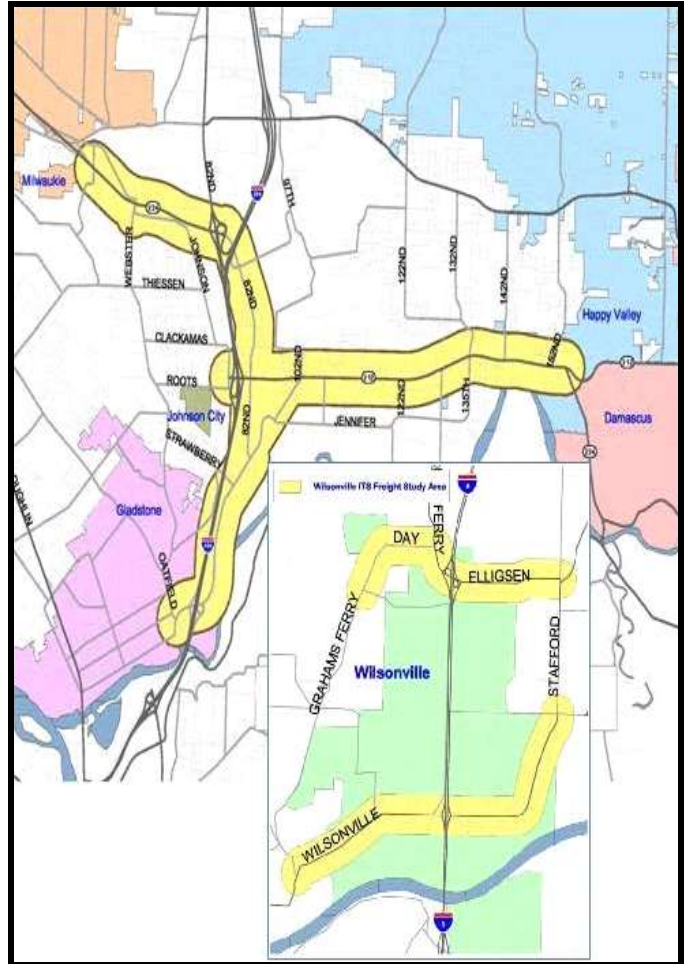
The STP funding requires minimum of 10.27% local match. Revenue and expenditures estimates (listed below) do not reflect contracts held by ODOT.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Planning phase complete. Intergovernmental Agreement with ODOT is being amended to allow County to advertise RFP design support through County procurement department.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         | Jul-14   | Aug-18 |              | Jan-21       |
| EndDate           | Apr-18   | Dec-20 |              | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |                  |                  |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------------|------------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21          | 2021/22          | 2022/23          | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                  |                  |                  |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |                  |                  |            |                        |
| Dept of Transportation                 | \$12,376             | \$0                 | \$0                        | \$0                              | \$0              | \$0              | \$0              | \$0        | \$12,376               |
| Prior Year Revenue                     | \$10,415             | \$0                 | \$0                        | \$0                              | \$0              | \$0              | \$0              | \$0        | \$10,415               |
| Road Fund                              | \$23,443             | \$142               | \$7,626                    | \$19,612                         | \$58,003         | \$87,481         | \$43,740         | \$0        | \$240,047              |
| Surface Transportation Program         | \$13,990             | \$1,245             | \$2,500                    | \$171,348                        | \$506,781        | \$764,327        | \$382,164        | \$0        | \$1,842,355            |
| <b>Total Project Revenues</b>          | <b>\$60,224</b>      | <b>\$1,387</b>      | <b>\$10,126</b>            | <b>\$190,960</b>                 | <b>\$564,784</b> | <b>\$851,808</b> | <b>\$425,904</b> | <b>\$0</b> | <b>\$2,105,193</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |                  |                  |            |                        |
| 1-Road Planning                        | \$48,810             | \$16,652            | \$0                        | \$0                              | \$0              | \$0              | \$0              | \$0        | \$65,462               |
| 2-Road Design                          | \$967                | \$4,661             | \$616                      | \$190,960                        | \$138,880        | \$0              | \$0              | \$0        | \$336,084              |
| 3-Right of Way Purchase                | \$31                 | \$0                 | \$0                        | \$0                              | \$0              | \$0              | \$0              | \$0        | \$31                   |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$0                              | \$425,904        | \$851,808        | \$425,904        | \$0        | \$1,703,616            |
| <b>Total Project Expenditures</b>      | <b>\$49,808</b>      | <b>\$21,312</b>     | <b>\$617</b>               | <b>\$190,960</b>                 | <b>\$564,784</b> | <b>\$851,808</b> | <b>\$425,904</b> | <b>\$0</b> | <b>\$2,105,193</b>     |



**Project Number:** 22219  
**Project Name:** Sunnyside Adaptive Signal System  
**Project Location:** Sunnyside Road from 8600 block to 122nd Avenue  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Bikram Raghubansh  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The goal of this project is to improve travel time reliability along the busiest section of Sunnyside Road (from 8600 block to 122nd Ave). By developing Adaptive Signal Control Technology (smarter signal system), the signal timing along this corridor can adjust in real-time to these variable and unpredictable traffic demands.

**Project Justification:**

The main benefits of adaptive signal control technology over conventional signal systems are the following: automatically adapt to unexpected changes in traffic conditions, improve travel time reliability, reduce congestion and fuel consumption.

**Impact on Operating Budget:**

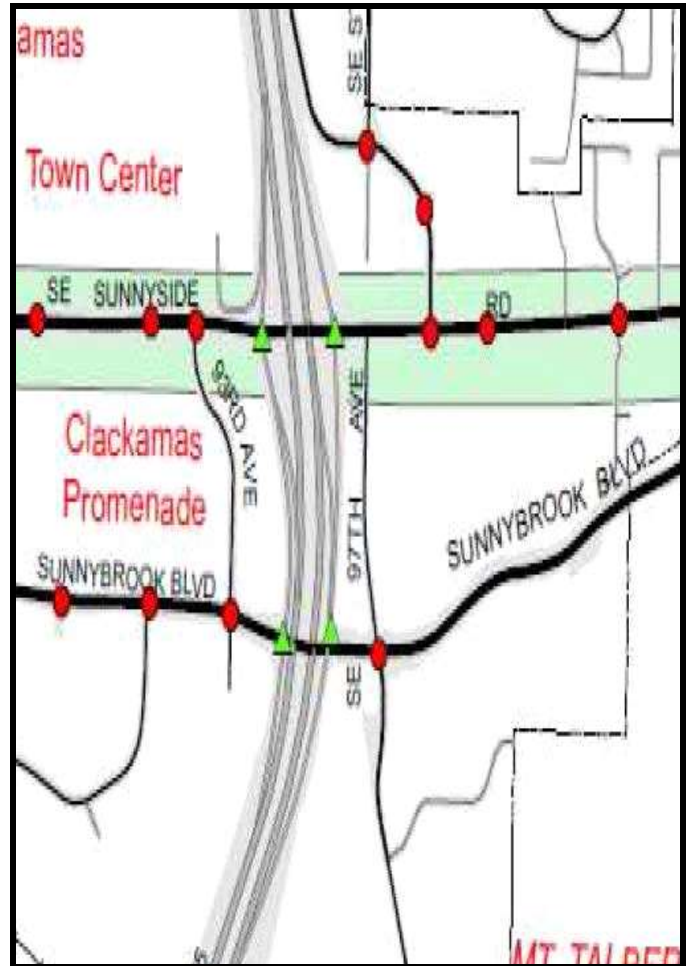
The STP funding requires minimum of 10.27% local match. Revenue and expenditures estimates (listed below) do not reflect contracts held by ODOT.  
- Construction & Consultant Contract is administered by ODOT with 10.27% (minimum) local match.  
- Software Contract is administered by Clackamas County with 89.73% reimbursement from STP funds.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Construction phase complete. Minor software enhancements scheduled to be completed late 2019.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Oct-13 |              | Apr-17       |
| EndDate           |          | Apr-17 |              | Dec-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Dept of Transportation                 | \$64,023             | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$64,023               |
| Prior Year Revenue                     | \$235,078            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$235,078              |
| Road Fund                              | \$233,439            | \$308               | \$3,458                    | \$8,697                          | \$0        | \$0        | \$0        | \$0        | \$245,903              |
| Surface Transportation Program         | \$47,560             | \$2,692             | \$4,486                    | \$32,303                         | \$0        | \$0        | \$0        | \$0        | \$87,041               |
| <b>Total Project Revenues</b>          | <b>\$580,100</b>     | <b>\$3,001</b>      | <b>\$7,944</b>             | <b>\$41,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$632,045</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1-Road Planning                        | \$0                  | \$945               | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$945                  |
| 2-Road Design                          | \$137,906            | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$137,906              |
| 4-Road Construction                    | \$442,194            | \$6,865             | \$3,135                    | \$41,000                         | \$0        | \$0        | \$0        | \$0        | \$493,194              |
| <b>Total Project Expenditures</b>      | <b>\$580,100</b>     | <b>\$7,810</b>      | <b>\$3,136</b>             | <b>\$41,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$632,045</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22234  
**Project Name:** Jennings Avenue (OR 99E to Oatfield Rd) Sidewalks  
**Project Location:** OR 99E to Oatfield Rd  
**Map No:**

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** Robert Knorr  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

Clackamas County obtained a federal grant to provide a curb-tight sidewalk on the north side, and bicycle lanes both the north and south sides of the street for approximately 3860 LF. The existing street lacks these facilities that are needed to connect local residents to nearby businesses and transportation options. Enhanced bicycle and pedestrian improvements will also provide safe routes and important connectivity to two schools in the immediate area. Jennings Avenue is a minor arterial in a densely populated residential area and is a high priority infrastructure project in Clackamas County.

**Project Justification:**

The bicycle and pedestrian improvements will provide safe routes and important connections to two schools in the immediate area and will connect local residents to nearby businesses and transportation options. Jennings Ave is a minor arterial in a densely populated residential area and is a high priority infrastructure project in Clackamas County. This project has been given high priority in the County's Pedestrian and Bicycle Master and Transportation System Plans indicative of a critical infrastructure project.

**Impact on Operating Budget:**

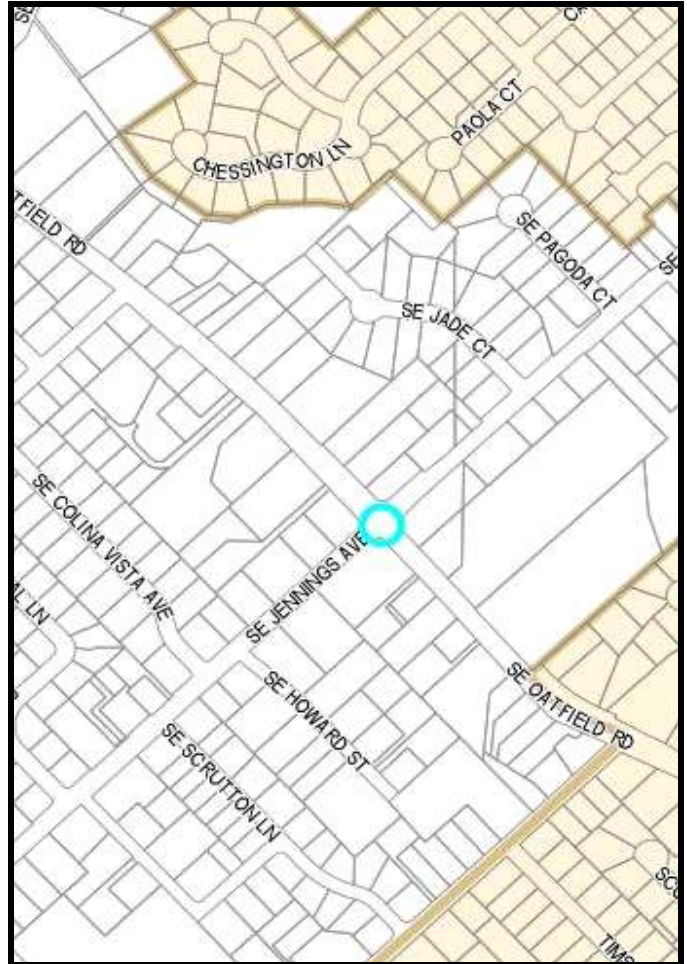
Match percentage from road funds.

**Environmental Impacts:**

The project is a federal-aid project and environmental impacts will be investigated, including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with FHWA requirements.

**Changes Since Last Plan:**

Updated project budget and schedule.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Apr-19 | Aug-19       | Apr-21       |
| EndDate           |          | Apr-21 | Feb-21       | Nov-21       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                    |                    |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|--------------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21            | 2021/22            | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                    |                    |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                    |                    |            |            |                        |
| Road Fund                              | \$273                | \$0                 | \$1,204                    | \$49,810                         | \$196,099          | \$1,437,923        | \$0        | \$0        | \$1,685,309            |
| Surface Transportation Program         | \$0                  | \$0                 | \$6,588                    | \$435,190                        | \$1,713,336        | \$164,577          | \$0        | \$0        | \$2,319,691            |
| <b>Total Project Revenues</b>          | <b>\$273</b>         | <b>\$0</b>          | <b>\$7,792</b>             | <b>\$485,000</b>                 | <b>\$1,909,435</b> | <b>\$1,602,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$4,005,000</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                    |                    |            |            |                        |
| 2-Road Design                          | \$273                | \$292               | \$7,500                    | \$335,000                        | \$271,935          | \$0                | \$0        | \$0        | \$615,000              |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$0                        | \$150,000                        | \$300,000          | \$0                | \$0        | \$0        | \$450,000              |
| 4-Road Construction                    | \$0                  | \$158               | (\$158)                    | \$0                              | \$1,337,500        | \$1,602,500        | \$0        | \$0        | \$2,940,000            |
| <b>Total Project Expenditures</b>      | <b>\$273</b>         | <b>\$449</b>        | <b>\$7,343</b>             | <b>\$485,000</b>                 | <b>\$1,909,435</b> | <b>\$1,602,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$4,005,000</b>     |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22235  
**Project Name:** Canby Ferry Bank Stabilization & ITS  
**Project Location:**  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** Bikram Raghubansh  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The following upgrades are needed for the Ferry to enhance its operation:  
 1) Extend fiber optic communication from the existing County fiber from Advance Road to Ferry signal system; 2) Add up to two CCTV (monitoring) cameras to view the ferry and have images posted on the ODOT TripCheck (Traveler Information website); 3) Upgrade Ferry electronic notification signs to display green "OPEN" and red "CLOSED" indication.

**Project Justification:**

The Canby Ferry a link across the Willamette River between the cities of Canby and Wilsonville/West Linn. The ferry's operations lack modern technology and need to be upgraded to improve service and operations.

**Impact on Operating Budget:**

Current Ferry Boat Funding is at \$529,743.00, remaining balance will be funded from road fund (local match exceeding 20% min).

**Environmental Impacts:**

TBD

**Changes Since Last Plan:**

Remove bank stabilization from scope of the project (pending approval from FHWA/ODOT).



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Dec-16 | Apr-18       | Jan-21       |
| EndDate   |          | Dec-20 | Dec-20       | Dec-22       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |                  |                  |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------------|------------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21          | 2021/22          | 2022/23          | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                  |                  |                  |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |                  |                  |            |                        |
| Federal Revenues                       | \$0                  | \$0                 | \$8,879                    | \$72,172                         | \$189,421        | \$161,769        | \$97,062         | \$0        | \$529,304              |
| Road Fund                              | \$5,774              | \$0                 | \$2,447                    | \$18,946                         | \$49,724         | \$42,465         | \$25,479         | \$0        | \$144,835              |
| <b>Total Project Revenues</b>          | <b>\$5,774</b>       | <b>\$0</b>          | <b>\$11,326</b>            | <b>\$91,118</b>                  | <b>\$239,146</b> | <b>\$204,235</b> | <b>\$122,541</b> | <b>\$0</b> | <b>\$674,139</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |                  |                  |            |                        |
| 2-Road Design                          | \$5,273              | \$7,986             | \$3,780                    | \$82,367                         | \$141,201        | \$0              | \$0              | \$0        | \$240,608              |
| 3-Right of Way Purchase                | \$62                 | \$0                 | \$0                        | \$8,750                          | \$16,250         | \$0              | \$0              | \$0        | \$25,062               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$0                              | \$81,694         | \$204,234        | \$122,541        | \$0        | \$408,469              |
| <b>Total Project Expenditures</b>      | <b>\$5,335</b>       | <b>\$7,986</b>      | <b>\$3,780</b>             | <b>\$91,117</b>                  | <b>\$239,145</b> | <b>\$204,234</b> | <b>\$122,541</b> | <b>\$0</b> | <b>\$674,139</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22238  
**Project Name:** ADA Ramps Project #1: Oak Grove Blvd.  
**Project Location:** Oak Grove Blvd.  
**Map No:**

**Program:** 02040-ADA IMPROVEMENTS - TIT  
**Project Manager(s):** Stephen Williams/Joel Howie  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

In accordance with the Americans with Disabilities Act, the County is implementing curb ramp upgrades at various intersections to comply with ADA law. Evaluation of various ramps is on-going and a priority list of ramps for improvement is being developed. The proposed project for FY2016/17 through 2019/20 will improve 22 curb ramps on Oak Grove Blvd between River Road and Oak Court and provide 2 pedestrian crossings with median islands.

**Project Justification:**

Various curb ramps throughout the County do not meet current ADA guidelines and are in need of replacement.

**Impact on Operating Budget:**

FIL0 & SDC's

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required. However, a review of each location will be performed if additional measures are needed.

**Changes Since Last Plan:**

Updated schedule



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate | Jan-17   | Mar-17 | Jun-19       | Mar-20       |
| EndDate   | Mar-17   | Mar-20 | Jan-20       | Jun-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Countywide SDCs                        | \$0                  | \$0                 | \$21,536                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$21,536               |
| Fee in Lieu of Construction            | \$0                  | \$0                 | \$0                        | \$15,000                         | \$0        | \$0        | \$0        | \$0        | \$15,000               |
| Road Fund                              | \$95,087             | \$0                 | \$65,621                   | \$396,471                        | \$0        | \$0        | \$0        | \$0        | \$557,179              |
| <b>Total Project Revenues</b>          | <b>\$95,087</b>      | <b>\$0</b>          | <b>\$87,157</b>            | <b>\$411,471</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$593,715</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1-Road Planning                        | \$1,388              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,388                |
| 2-Road Design                          | \$93,698             | \$11,378            | \$75,780                   | \$81,471                         | \$0        | \$0        | \$0        | \$0        | \$262,326              |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$0                        | \$30,000                         | \$0        | \$0        | \$0        | \$0        | \$30,000               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$300,000                        | \$0        | \$0        | \$0        | \$0        | \$300,000              |
| <b>Total Project Expenditures</b>      | <b>\$95,087</b>      | <b>\$11,378</b>     | <b>\$75,780</b>            | <b>\$411,471</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$593,715</b>       |



**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22239  
**Project Name:** S Ivy Street Pedestrian Intersection Improvements  
**Project Location:** Hwy 99E in Canby  
**Map No:**

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The City of Canby obtained State Funded Local Projects (SFLP) funds through an IGA with ODOT to provide bicycle lanes and sidewalk improvements on Ivy Street. The existing street lacks these facilities that are needed to connect local residents to nearby businesses and transportation options. These bicycle and pedestrian improvements will also provide safe routes and important connections to schools in the immediate area. The City of Canby requested the County to manage the project under the County's certification agreement with ODOT. These ODOT funds will be provided through a fund exchange from federal funds to state funds. After completion of the project, the County will transfer jurisdiction of the street to the City of Canby.

**Project Justification:**

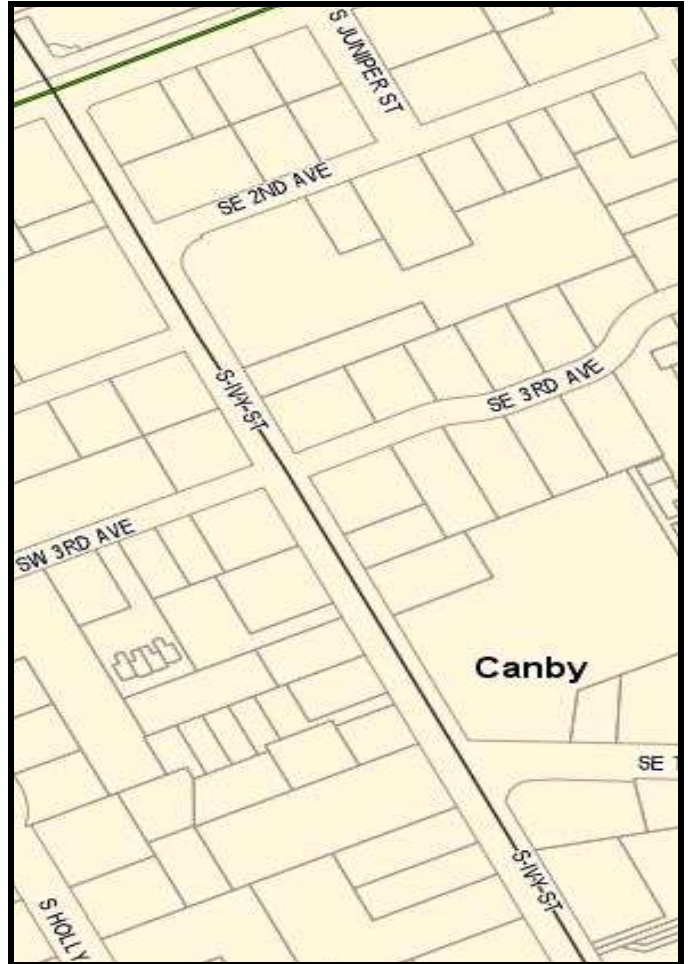
The bicycle and pedestrian improvements will provide safe routes and important connections to schools in the immediate area and will connect local residents to nearby businesses and transportation options. Ivy Street is a minor arterial in a densely populated residential area and is a high priority infrastructure project in the City of Canby and Clackamas County.

**Impact on Operating Budget:**

The IGA between ODOT, City of Canby, and Clackamas County states that the SFLP funds share of the project shall be \$1,751,053. The City of Canby funds shall be \$437,762 and the Clackamas County funds shall be up to \$250,000 in staff time. The County shall provide up to \$156,918 of additional funding as needed. Project overruns beyond those funds stated above shall be the responsibility of the City of Canby. The IGA also states that the project shall be completed by January 2024. After project is complete, the City of Canby will take jurisdiction of the road which will eliminate future County maintenance obligations.

**Environmental Impacts:**

The project is a federal-aid project and environmental impacts will be investigated including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with FHWA requirements.



**Changes Since Last Plan:**

Project Description/Scope, Project Schedule, and Project Budget.

**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Jan-19 | Jun-21       | Jun-22       |
| EndDate   |          | Jun-21 | May-22       | Aug-23       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |                    |                  |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|--------------------|------------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21          | 2021/22            | 2022/23          | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                  |                    |                  |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |                    |                  |            |                        |
| Local Gov't & Other Agencies           | \$0                  | \$0                 | \$0                        | \$50,000                         | \$50,000         | \$218,881          | \$118,881        | \$0        | \$437,762              |
| Road Fund                              | \$5,697              | \$0                 | \$10,000                   | \$124,687                        | \$80,000         | \$137,158          | \$48,760         | \$0        | \$406,302              |
| State Revenues                         | \$0                  | \$0                 | \$0                        | \$50,000                         | \$50,000         | \$1,468,694        | \$182,359        | \$0        | \$1,751,053            |
| <b>Total Project Revenues</b>          | <b>\$5,697</b>       | <b>\$0</b>          | <b>\$10,000</b>            | <b>\$224,687</b>                 | <b>\$180,000</b> | <b>\$1,824,733</b> | <b>\$350,000</b> | <b>\$0</b> | <b>\$2,595,117</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |                    |                  |            |                        |
| 2-Road Design                          | \$5,697              | \$1,594             | \$8,406                    | \$224,687                        | \$50,000         | \$0                | \$0              | \$0        | \$290,384              |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$0                        | \$0                              | \$30,000         | \$251,000          | \$0              | \$0        | \$281,000              |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$0                              | \$100,000        | \$1,573,733        | \$350,000        | \$0        | \$2,023,733            |
| <b>Total Project Expenditures</b>      | <b>\$5,697</b>       | <b>\$1,594</b>      | <b>\$8,406</b>             | <b>\$224,687</b>                 | <b>\$180,000</b> | <b>\$1,824,733</b> | <b>\$350,000</b> | <b>\$0</b> | <b>\$2,595,117</b>     |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22240  
**Project Name:** Victory Rd @ Forsythe Rd Realignment  
**Project Location:** Victory Road @ Forsythe Road  
**Map No:** 57

**Program:** 02101-Road Projects  
**Project Manager(s):** Robert Knorr  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The existing intersection at Victory Road and Forsythe Road has limited site distance and experiences periodic crashes. A developer at the intersection is proposing significant changes adjacent to the intersection. The County and developer negotiated an agreement for the developer to dedicate \$42k in funds and dedicate the necessary right of way to realign the road at the intersection to significantly improve site distance at the intersection.

**Project Justification:**

The existing intersection at Victory Road and Forsythe Road has limited site distance and experiences periodic crashes. A realignment of the road will significantly improve site distance at the intersection and improve the safety of the intersection.

**Impact on Operating Budget:**

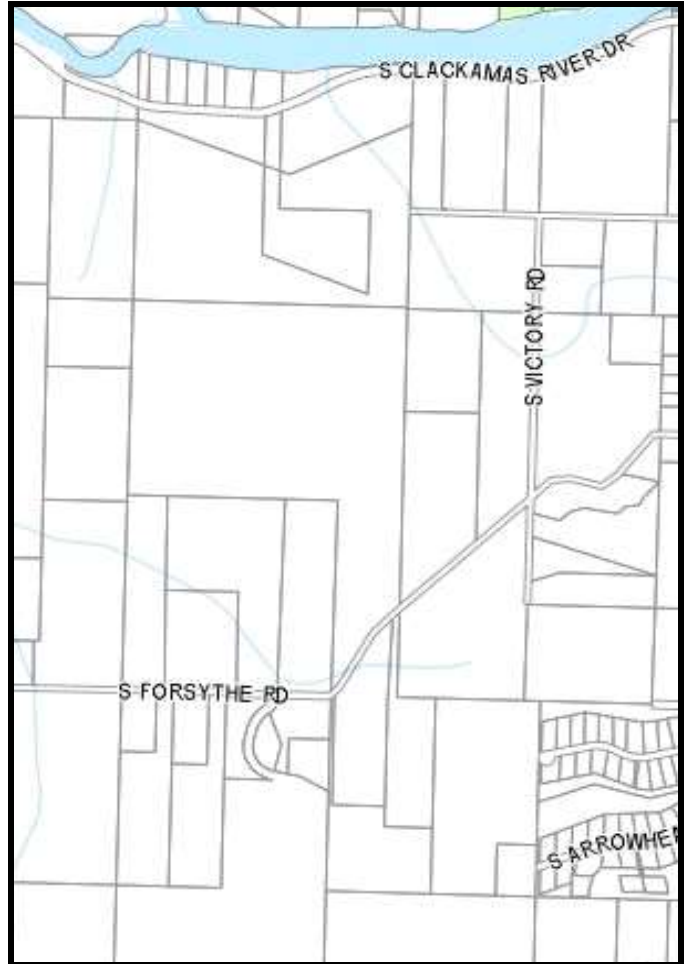
Match from road funds.

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required. However, a review of potential wetlands is expected. Water quality testing and baseline analysis of site and nearby creek began summer 2018 for environmental risk assessment effort.

**Changes Since Last Plan:**

The developer's land use application was approved and the developer's surveyor completed the project survey. The County's consultant has completed its review of wetlands and stormwater impervious surfaces, culminating in a finalized stormwater report and design of a water quality swale / detention structure. Updated project budget and schedule.



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Jun-17 | Feb-19       | Jul-19       |
| EndDate   |          | Mar-19 | Jun-19       | Nov-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Condition of Approval Permit           | \$0                  | \$0                 | \$0                        | \$42,000                         | \$0        | \$0        | \$0        | \$0        | \$42,000               |
| Road Fund                              | \$48,322             | \$0                 | \$69,247                   | \$376,000                        | \$0        | \$0        | \$0        | \$0        | \$493,569              |
| <b>Total Project Revenues</b>          | <b>\$48,322</b>      | <b>\$0</b>          | <b>\$69,247</b>            | <b>\$418,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$535,569</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 1-Road Planning                        | \$217                | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$217                  |
| 2-Road Design                          | \$48,105             | \$4,520             | \$23,452                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$76,077               |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$1,275                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,275                |
| 4-Road Construction                    | \$0                  | \$700               | \$39,300                   | \$418,000                        | \$0        | \$0        | \$0        | \$0        | \$458,000              |
| <b>Total Project Expenditures</b>      | <b>\$48,322</b>      | <b>\$5,220</b>      | <b>\$64,027</b>            | <b>\$418,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$535,569</b>       |

**Project Number:** 22242  
**Project Name:** Foster Creek (Bakers Ferry Rd) Bridge Scour  
**Project Location:**  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** Devin Patterson  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Jan-19

**Project Description/Scope:**

The existing Beebo-Style Bridge is experiencing significant scour and undermining of the west bridge abutment. The bridge was installed in the early 2000's and significant repairs were made in 2003. The bridge has continued to experience significant scour problems that include scour and undermining of the upstream retaining walls on both sides of the channel and exposure of the bridge's west abutments footing.

**Project Justification:**

The bridge is experiencing significant scour problems that includes scour and undermining of the upstream retaining walls on both sides of the channel and exposure of the west bridge footing.

**Impact on Operating Budget:**

None.

**Environmental Impacts:**

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

**Changes Since Last Plan:**

Updated project budget and schedule. Plant establishment is the last remaining work on this project.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Oct-16 | Nov-16       | Jul-18       |
| EndDate           |          | Mar-17 | May-18       | Aug-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$116,346            | \$0                 | \$343,713                  | \$760                            | \$0        | \$0        | \$0        | \$0        | \$460,819              |
| <b>Total Project Revenues</b>          | <b>\$116,346</b>     | <b>\$0</b>          | <b>\$343,713</b>           | <b>\$760</b>                     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$460,819</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2-Road Design                          | \$89,812             | \$1,529             | \$1,092                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$92,433               |
| 3-Right of Way Purchase                | \$14,370             | \$332               | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$14,702               |
| 4-Road Construction                    | \$3,022              | \$340,000           | \$760                      | \$760                            | \$0        | \$0        | \$0        | \$0        | \$344,542              |
| Professional Services                  | \$9,142              | \$0                 | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$9,142                |
| <b>Total Project Expenditures</b>      | <b>\$116,346</b>     | <b>\$341,861</b>    | <b>\$1,852</b>             | <b>\$760</b>                     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$460,819</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22243  
**Project Name:** Torbank (River Rd - Trolley Trail) Sidewalks  
**Project Location:**  
**Map No:** 23

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

Clackamas County has bicycle/pedestrian funds to enhance sidewalk facilities along SE Torbank Road in Milwaukie. The majority of the existing street lacks pedestrian facilities needed to provide safe routes for students, traveling to and from home and Oak Grove Elementary and other area school. These pedestrian improvements will provide an important connection to an Essential Pedestrian Network and an existing sidewalk alongside the school's frontage. In addition to pedestrian improvements, this project will also provide improved stormwater facilities and an asphalt concrete pavement overlay along the entire length of SE Torbank Road.

**Project Justification:**

The project is expected to improve safe routes for children traveling to local schools.

**Impact on Operating Budget:**

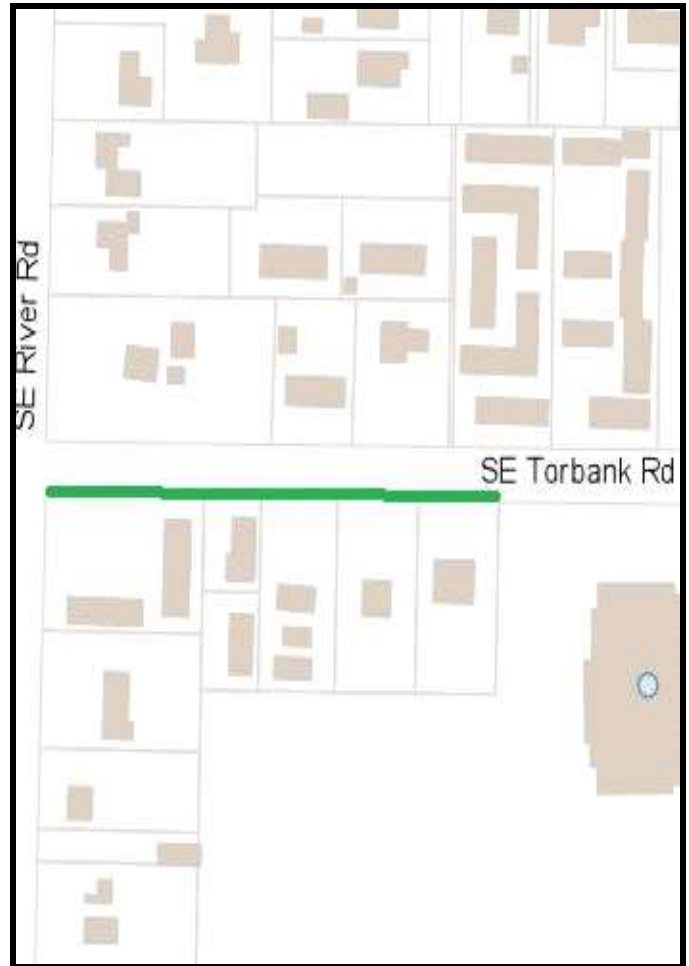
These particular FILO revenues are a dedicated funding source set aside for projects on the Essential Pedestrian Network. FILO and Road Funds will be utilized for staff time used to complete the design, construction costs, and right-of-way costs.

**Environmental Impacts:**

Erosion Control Permit and MS4 Permit requirements from Oak Lodge Water Sanitary District are required. Additional impacts will be evaluated during the project's design phase.

**Changes Since Last Plan:**

Updated project budget, schedule.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Aug-17 | Jul-18       | Jun-19       |
| EndDate           |          | Jan-19 | Feb-19       | Oct-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |                  |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |                  |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| Fee in Lieu of Construction            | \$0                  | \$0                 | \$140,000                  | \$280,000                        | \$0        | \$0        | \$0        | \$0        | \$0                    | \$420,000        |
| Road Fund                              | \$78,341             | \$0                 | \$104,050                  | \$260,000                        | \$0        | \$0        | \$0        | \$0        | \$0                    | \$442,391        |
| <b>Total Project Revenues</b>          | <b>\$78,341</b>      | <b>\$0</b>          | <b>\$244,050</b>           | <b>\$540,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$862,391</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| 2-Road Design                          | \$75,991             | \$37,193            | \$7,607                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$120,791        |
| 3-Right of Way Purchase                | \$2,350              | \$21,441            | \$47,809                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$71,600         |
| 4-Road Construction                    | \$0                  | \$3,310             | \$126,690                  | \$540,000                        | \$0        | \$0        | \$0        | \$0        | \$0                    | \$670,000        |
| <b>Total Project Expenditures</b>      | <b>\$78,341</b>      | <b>\$61,943</b>     | <b>\$182,107</b>           | <b>\$540,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$862,391</b> |



**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22248  
**Project Name:** Jennings Lodge Pedestrian Improvements: Portland Avenue  
**Project Location:** Portland Avenue, between Jennings and Hull Avenues  
**Map No:** 44; T.2S. R.2E S

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** Robert Knorr  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

Clackamas County DTD has been awarded a Community Development Block Grant (CDBG) to provide approximately 1000 LF of sidewalk, along Portland Avenue, between Jennings and Hull Avenues, adjacent to Candy Lane Elementary School. The project serves a portion of the community of over 50% low to moderate income residents, and includes additional ADA ramp and crosswalk safety intersection improvements where a needed connection with Gladstone HS will be completed. Portland Ave. is a local street in a densely populated residential area and is a high priority infrastructure project in Clackamas County. Only temporary construction easements are expected, without need of permanent property acquisitions, because the project improvements will occur within existing public right-of-way.

**Project Justification:**

The existing street lacks these facilities (incl. minor drainage upgrades) that are needed to connect local residents to nearby businesses and transportation options, including transit and safer pedestrian routes between the schools. The pedestrian improvements will provide safe routes and important connections to two schools in the immediate area and will connect local residents to nearby businesses and transportation options. Portland Ave is a local street in a densely populated residential area and is a high priority infrastructure project in Clackamas County.

**Impact on Operating Budget:**

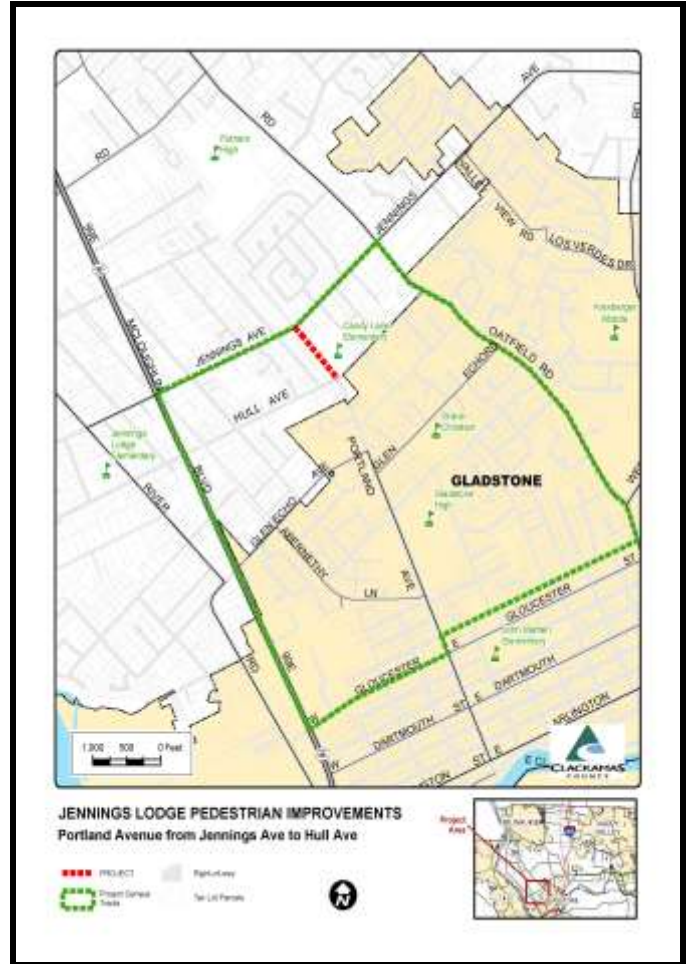
FY 18-19: The CDBG grant is expected to provide \$240,000 as a credit toward contractor payment with a balance remaining to be paid DTD to complete the project.

**Environmental Impacts:**

None expected.

**Changes Since Last Plan:**

FY 18-19: Budget projections estimated for project re-packing and construction contract, Phase 2, since terminating original contractor.



| Project Schedule: | Planning  | Design | Right of Way | Construction |
|-------------------|-----------|--------|--------------|--------------|
|                   | StartDate |        | Dec-18       | Sep-17       |
| EndDate           |           | Apr-19 | Jan-18       | Sep-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Community Devel Block Grant            | \$0                  | \$240,000           | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$240,000              |
| Road Fund                              | \$209,499            | \$0                 | \$184,032                  | \$182,732                        | \$0        | \$0        | \$0        | \$0        | \$576,263              |
| <b>Total Project Revenues</b>          | <b>\$209,499</b>     | <b>\$240,000</b>    | <b>\$184,032</b>           | <b>\$182,732</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$816,263</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2-Road Design                          | \$198,593            | \$7,720             | \$12,681                   | \$20,401                         | \$0        | \$0        | \$0        | \$0        | \$239,395              |
| 3-Right of Way Purchase                | \$500                | \$0                 | \$1,300                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$1,800                |
| 4-Road Construction                    | \$10,405             | \$272,478           | (\$110,147)                | \$162,331                        | \$0        | \$0        | \$0        | \$0        | \$335,067              |
| Items Expensed Elsewhere               | \$0                  | \$240,000           | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$240,000              |
| <b>Total Project Expenditures</b>      | <b>\$209,499</b>     | <b>\$520,198</b>    | <b>(\$96,166)</b>          | <b>\$182,732</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$816,263</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22251  
**Project Name:** Dodge Park Bridge Rehab  
**Project Location:** SE Lusted Road over the Sandy River at MP 1.8  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The existing Dodge Park Bridge (#06580) carries SE Lusted Road over the Sandy River. The bridge is a single span through-truss with steel members. This project proposed to remove and replace the existing paint system and repair and replace significantly corroded steel members. However, the load rating that Quincy performed indicated that the existing bridge structure will likely require load restrictions. The County determined that the cost of rehabing the existing structure is not justified, due to the significant anticipated load restrictions. This project is therefore being cancelled. Project closeout is anticipated to continue through February, 2019.

**Project Justification:**

The existing paint system on the Dodge Park Bridge is cracking and flaking and is in need of replacement. A few steel members are in need of replacement due to significant corrosion and section loss due to the corrosion.

**Impact on Operating Budget:**

The funding source was anticipated to be the Rural Surface Transportation Program (STP) funding through ODOT. However, because this project has been cancelled and no ODOT money was secured, the expenses through project closeout will be paid for with County Road Funds.

**Environmental Impacts:**

No permits are expected to be required. However, the contractor will have to provide a robust containment system when removing the existing lead-based paint.

**Changes Since Last Plan:**

Project Description/Scope, Impact on Operating Budget, Project Schedule, and Project Budget. Project is being cancelled, effective April 1. See Project Description/Scope above for details.



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate                |          | Sep-17 |              |              |
| EndDate                  |          | Apr-19 |              |              |

| <b>Project Budget:</b>                 | <b>Actuals Thru 6/30/18</b> | <b>FY18-19 YTD Actuals</b> | <b>FY18-19 Recd/Exp Remaining</b> | <b>Estimated Project Revenues/Costs</b> |                |                |                |                 | <b>Total Project Estimate</b> |                  |
|--|-----------------------------|----------------------------|-----------------------------------|---|----------------|----------------|----------------|-----------------|-------------------------------|------------------|
|  |                             |                            |                                   | <b>2019/20</b>                          | <b>2020/21</b> | <b>2021/22</b> | <b>2022/23</b> | <b>2023/24+</b> |                               |                  |
| <i>Actuals recorded thru 3.20.2019</i> |                             |                            |                                   |   |                |                |                |                 |                               |                  |
| <b>Revenues:</b>                       |                             |                            |                                   |   |                |                |                |                 |                               |                  |
| Road Fund                              | \$100,961                   | \$0                        | \$36,832                          | \$0                                     | \$0            | \$0            | \$0            | \$0             | \$0                           | \$137,793        |
| <b>Total Project Revenues</b>          | <b>\$100,961</b>            | <b>\$0</b>                 | <b>\$36,832</b>                   | <b>\$0</b>                              | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>      | <b>\$0</b>                    | <b>\$137,793</b> |
| <b>Expenditures:</b>                   |                             |                            |                                   |   |                |                |                |                 |                               |                  |
| 2-Road Design                          | \$100,961                   | \$28,140                   | \$8,692                           | \$0                                     | \$0            | \$0            | \$0            | \$0             | \$0                           | \$137,793        |
| 4-Road Construction                    | \$0                         | \$0                        | \$0                               | \$0                                     | \$0            | \$0            | \$0            | \$0             | \$0                           | \$0              |
| <b>Total Project Expenditures</b>      | <b>\$100,961</b>            | <b>\$28,140</b>            | <b>\$8,692</b>                    | <b>\$0</b>                              | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>      | <b>\$0</b>                    | <b>\$137,793</b> |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22252  
**Project Name:** SE 90th Avenue Reconstruction  
**Project Location:** SE Monterrey Avenue to SE Causey Avenue  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

SE 90th Avenue is an existing concrete roadway adjacent to the Clackamas Town Center. The street is a local road lined with apartments along this section of roadway. Parking exists on the east side of the roadway.

**Project Justification:**

The existing concrete roadway is in poor condition with substantial cracking in many of the concrete panels in this section. A few of the concrete panels are crumbling and require continuous ongoing maintenance to repair. The roadway needs to be reconstructed.

**Impact on Operating Budget:**

Road fund will be used for this project.

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Updated project budget and schedule.



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Oct-17 | May-19       | Jun-20       |
| EndDate   |          | Dec-19 | Jan-20       | Sep-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21          | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                  |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |
| Road Fund                              | \$52,365             | \$0                 | \$68,635                   | \$1,186,635                      | \$930,380        | \$0        | \$0        | \$0        | \$2,238,015            |
| <b>Total Project Revenues</b>          | <b>\$52,365</b>      | <b>\$0</b>          | <b>\$68,635</b>            | <b>\$1,186,635</b>               | <b>\$930,380</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,238,015</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |
| 2-Road Design                          | \$52,365             | \$11,486            | \$52,149                   | \$133,055                        | \$0              | \$0        | \$0        | \$0        | \$249,055              |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$5,000                    | \$123,200                        | \$0              | \$0        | \$0        | \$0        | \$128,200              |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$930,380                        | \$930,380        | \$0        | \$0        | \$0        | \$1,860,760            |
| <b>Total Project Expenditures</b>      | <b>\$52,365</b>      | <b>\$11,486</b>     | <b>\$57,149</b>            | <b>\$1,186,635</b>               | <b>\$930,380</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,238,015</b>     |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22254  
**Project Name:** S Central Point Rd/S New Era Rd Intersection  
**Project Location:** S Central Point Rd and S New Era Rd  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The intersection of S Central Point Rd and S New Era Rd is two-way-stop-controlled in the northbound and southbound directions and uncontrolled in the eastbound and westbound directions. It is located south of Oregon City in a rural area. There have been a high number of recorded property and injury accidents at this intersection. There has also been one fatal accident at this intersection. This intersection has a 75 degree skew, which may have a correlation with the high percentage of angle crashes.

**Project Justification:**

The intersection has a high percentage of angle crashes, which may be correlated with the 75 degree intersection skew. This project will realign the northbound and southbound intersection approaches to reduce the intersection skew.

**Impact on Operating Budget:**

County Road Funds are required for this project. Funds utilized include House Bill 2017 Safety Fund.

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Project Schedule and Project Budget.



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Nov-17 | May-18       | May-20       |
| EndDate   |          | Dec-19 | Jan-20       | Oct-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21          | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                  |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |
| Road Fund                              | \$82,111             | \$0                 | \$91,981                   | \$523,063                        | \$399,256        | \$0        | \$0        | \$0        | \$1,096,411            |
| <b>Total Project Revenues</b>          | <b>\$82,111</b>      | <b>\$0</b>          | <b>\$91,981</b>            | <b>\$523,063</b>                 | <b>\$399,256</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,096,411</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |
| 2-Road Design                          | \$82,111             | \$34,474            | \$32,507                   | \$71,782                         | \$0              | \$0        | \$0        | \$0        | \$220,874              |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$25,000                   | \$52,025                         | \$0              | \$0        | \$0        | \$0        | \$77,025               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$399,256                        | \$399,256        | \$0        | \$0        | \$0        | \$798,512              |
| <b>Total Project Expenditures</b>      | <b>\$82,111</b>      | <b>\$34,474</b>     | <b>\$57,507</b>            | <b>\$523,063</b>                 | <b>\$399,256</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,096,411</b>     |



**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22257  
**Project Name:** Bear Creek (Canby Marquam Hwy) Bridge  
**Project Location:** Canby Marquam Hwy @ Bear Creek  
**Map No:** 132

**Program:** 02105-Bridge Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The existing Bear Creek Bridge (#06027) carries the Canby Marquam Highway over Bear Creek. The bridge was built in 1960 and is composed of undersized timber members with shear and flexure damage. The existing bridge will be removed and replaced by a wider, concrete beam structure.

**Project Justification:**

The existing bridge is considered functionally obsolete and structurally deficient, with a sufficiency rating of 27.2. The bridge is composed of undersized timber members that have shear and flexure damage. This bridge provides transport of equipment and products in and out of the area, serving the farming communities and agricultural goods and services in the City of Canby and southern Clackamas and Northern Marion County area. A new bridge will ensure improved service for many years. It will also be wider than the existing bridge, providing safe facilities for bicyclists.

**Impact on Operating Budget:**

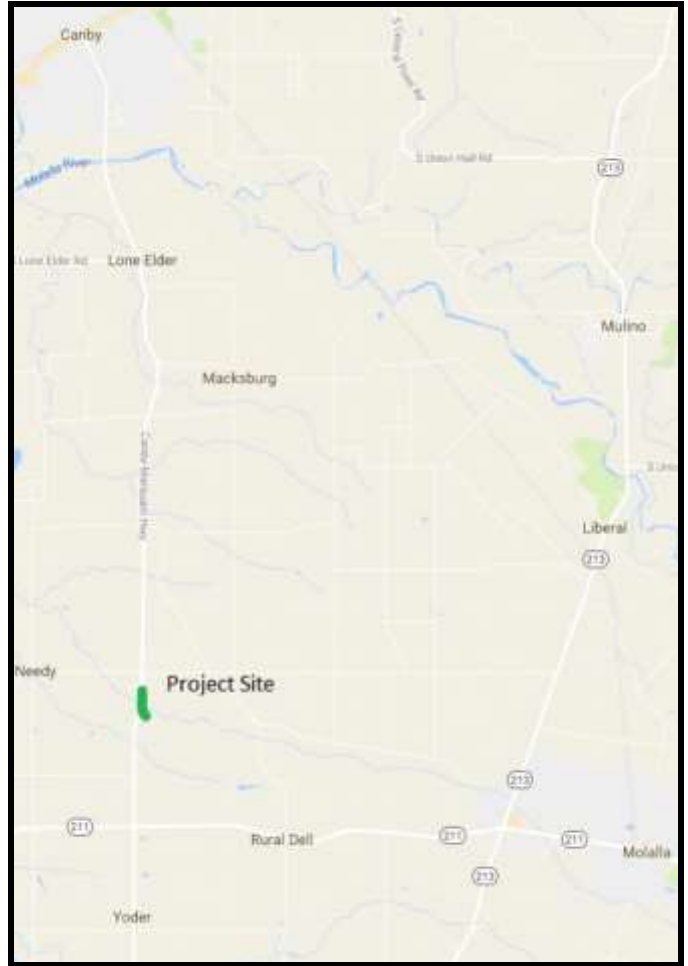
County Road Funds are required for this project. The County is expected to match a minimum 10.27% of federal funds. Per IGA 33216, the estimated project cost is \$2,313,800. County requested ODOT to exchange federal funds to state funds.

**Environmental Impacts:**

Army CORPS and Local Agency permits will be required. Complete permit requirements will be determined during design phase.

**Changes Since Last Plan:**

Updated schedule , draft IGA from ODOT received for fund exchange.



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate                |          | Mar-19 | Mar-20       | Mar-21       |
| EndDate                  |          | Mar-21 | Jan-21       | Oct-22       |

| <b>Project Budget:</b>                 | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                    |                |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|----------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21            | 2021/22        | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                    |                |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                    |                |            |            |                        |
| Road Fund                              | \$617                | \$0                 | \$32,858                   | \$26,739                         | \$178,030          | \$5,000        | \$0        | \$0        | \$243,244              |
| Surface Transportation Program         | \$0                  | \$0                 | \$287,082                  | \$233,621                        | \$1,555,470        | \$0            | \$0        | \$0        | \$2,076,173            |
| <b>Total Project Revenues</b>          | <b>\$617</b>         | <b>\$0</b>          | <b>\$319,940</b>           | <b>\$260,360</b>                 | <b>\$1,733,500</b> | <b>\$5,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,319,417</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                    |                |            |            |                        |
| 2-Road Design                          | \$617                | \$0                 | \$319,940                  | \$209,560                        | \$0                | \$0            | \$0        | \$0        | \$530,117              |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$0                        | \$50,800                         | \$0                | \$0            | \$0        | \$0        | \$50,800               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$0                              | \$1,733,500        | \$5,000        | \$0        | \$0        | \$1,738,500            |
| <b>Total Project Expenditures</b>      | <b>\$617</b>         | <b>\$0</b>          | <b>\$319,940</b>           | <b>\$260,360</b>                 | <b>\$1,733,500</b> | <b>\$5,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,319,417</b>     |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22258  
**Project Name:** Bull Run River (SE Bull Run Rd) Bridge  
**Project Location:** SE BULL RUN @ SANDY RIVER  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The asphalt concrete approaches at the Bull Run Truss Bridge will be repaired. The location is Bull Run Rd (MP 3.8) @ the Bull Run Truss Bridge over the Bull Run River.

**Project Justification:**

The asphalt concrete at this bridge is in poor condition and needs repair. This location experiences heavy truck loads and relatively high speeds at the bridge. Repair of the approaches will provide safer movement of vehicles and have a smoother transition and less impact to the existing bridge.

**Impact on Operating Budget:**

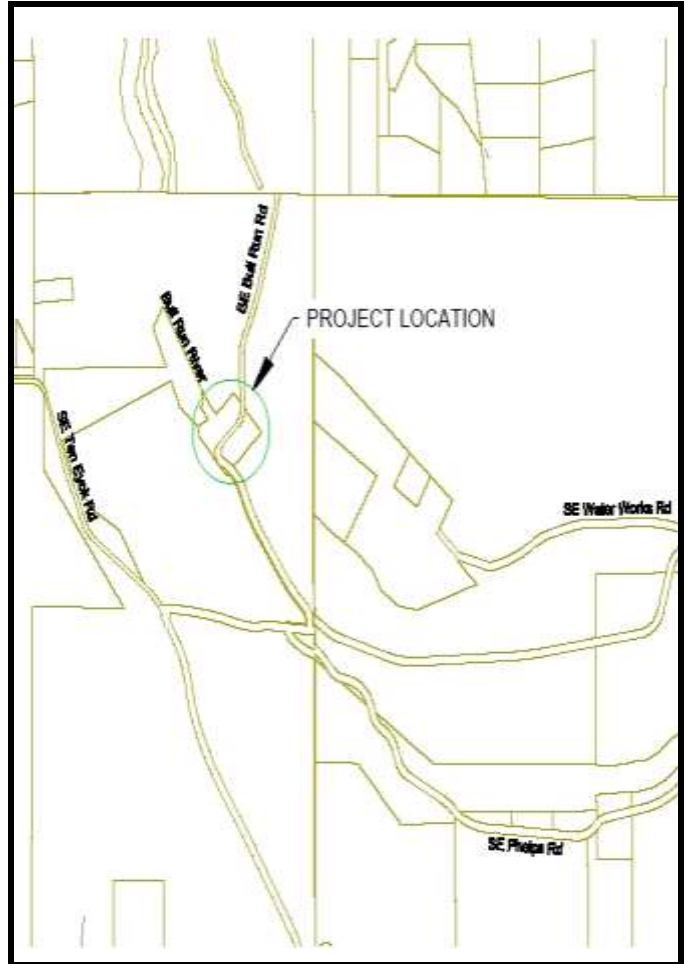
County Road Funds are required for this project.

**Environmental Impacts:**

No environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Updated project budget, schedule.



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Oct-17 |              | May-19       |
| EndDate   |          | Jan-19 |              | Oct-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$11,310             | \$577               | \$100,000                  | \$115,000                        | \$0        | \$0        | \$0        | \$0        | \$226,887              |
| <b>Total Project Revenues</b>          | <b>\$11,310</b>      | <b>\$577</b>        | <b>\$100,000</b>           | <b>\$115,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$226,887</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2-Road Design                          | \$11,310             | \$1,217             | (\$640)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$11,887               |
| 4-Road Construction                    | \$0                  | \$519               | \$99,481                   | \$115,000                        | \$0        | \$0        | \$0        | \$0        | \$215,000              |
| <b>Total Project Expenditures</b>      | <b>\$11,310</b>      | <b>\$1,737</b>      | <b>\$98,840</b>            | <b>\$115,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$226,887</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22259  
**Project Name:** Tualatin River (SW Petes Mtn Rd) Bridge  
**Project Location:** SW Petes Mountain Rd @ Tualatin River  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The asphalt concrete approaches at the Wiess Bridge will be repaired. The location is SW Petes Mountain Rd (MP 3.42) @ the Wiess Bridge over the Tualatin River.

**Project Justification:**

The asphalt concrete at this bridge is in poor condition and needs repair. This location experiences heavy truck loads and relatively high speeds at the bridge. Repair of the approaches will provide safer movement of vehicles and have a smoother transition and less impact to the existing bridge.

**Impact on Operating Budget:**

County Road Funds are required for this project.

**Environmental Impacts:**

No environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Updated project budget and schedule.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Oct-17 |              | May-19       |
| EndDate           |          | Jan-19 |              | Oct-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |                  |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |                  |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| Road Fund                              | \$9,999              | \$0                 | \$66,352                   | \$65,000                         | \$0        | \$0        | \$0        | \$0        | \$0                    | \$141,351        |
| <b>Total Project Revenues</b>          | <b>\$9,999</b>       | <b>\$0</b>          | <b>\$66,352</b>            | <b>\$65,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$141,351</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| 2-Road Design                          | \$9,999              | \$2,000             | (\$1,148)                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$10,851         |
| 3-Right of Way Purchase                | \$0                  | \$500               | \$0                        | \$0                              | \$0        | \$0        | \$0        | \$0        | \$0                    | \$500            |
| 4-Road Construction                    | \$0                  | \$250               | \$64,750                   | \$65,000                         | \$0        | \$0        | \$0        | \$0        | \$0                    | \$130,000        |
| <b>Total Project Expenditures</b>      | <b>\$9,999</b>       | <b>\$2,750</b>      | <b>\$63,602</b>            | <b>\$65,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$141,351</b> |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22260  
**Project Name:** Clear Creek (S Springwater Rd) Bridge  
**Project Location:** S Springwater Rd @ Clear Creek  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The asphalt concrete approaches at the Clear Creek Bridge will be repaired. The location is S Springwater Rd (MP 0.24) @ Clear Creek Bridge. In addition to the bridge approach work on Springwater Rd at the Clear Creek Bridge, Springwater Rd will be overlaid between the Clear Creek Bridge and the end of the project limits of the Clackamas River (Springwater Rd) Carver Bridge.

**Project Justification:**

The asphalt concrete at this bridge is in poor condition and needs repair. This location experiences heavy truck loads and relatively high speeds at the bridge. Repair of the approaches will provide safer movement of vehicles and have a smoother transition and less impact to the existing bridge.

**Impact on Operating Budget:**

County Road Funds are required for this project.

**Environmental Impacts:**

No environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Updates project budget and schedule.



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Oct-17 |              | Feb-19       |
| EndDate   |          | Apr-19 |              | Jul-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$12,183             | \$1,108             | \$645,760                  | \$26,060                         | \$0        | \$0        | \$0        | \$0        | \$685,111              |
| <b>Total Project Revenues</b>          | <b>\$12,183</b>      | <b>\$1,108</b>      | <b>\$645,760</b>           | <b>\$26,060</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$685,111</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2-Road Design                          | \$11,683             | \$3,306             | (\$198)                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$14,791               |
| 3-Right of Way Purchase                | \$500                | \$0                 | \$3,760                    | \$0                              | \$0        | \$0        | \$0        | \$0        | \$4,260                |
| 4-Road Construction                    | \$0                  | \$53                | \$639,947                  | \$26,060                         | \$0        | \$0        | \$0        | \$0        | \$666,060              |
| <b>Total Project Expenditures</b>      | <b>\$12,183</b>      | <b>\$3,359</b>      | <b>\$643,510</b>           | <b>\$26,060</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$685,111</b>       |



**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22261  
**Project Name:** Bilquist School Zone Flashers  
**Project Location:** SE Webster Rd and SE Clackamas Rd.  
**Map No:**

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** Scott Hoelscher/Bikram Raghubans  
**Budgeted in Dept:** 7434 - DTD Trans Safety  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The scope of this project will replace the existing school zone signage at Bilquist Elementary with new hardwired flashing school zone beacons. Five signs will be installed: two on SE Clackamas Road and three on SE Webster Road.

**Project Justification:**

The following steps were followed to select the Bilquist Elementary project for funding - initial project identification based on completed SRTS Action Plans in the County (an Action Plan for Bilquist Elementary was completed in 2017); project screening by DTD Staff to identify projects within the operating budget; project scoring based on five criteria and review by the Pedestrian-Bikeway Advisory Committee (PBAC). The Bilquist School zone flashers project was the highest scoring project based on the review criteria and was the project recommended by the PBAC. The project will provide an important safety benefit around a school in the North Clackamas School District that actively participates in Safe Routes to School activities and programs.

**Impact on Operating Budget:**

To support the County's on-going Safe Routes to School (SRTS) program, the Department of Transportation and Development (DTD) will set aside new HB2017 funds from ped/bike 1% requirement. The remaining funding will be supplemented by the road fund. Routine annual maintenance will be required for school schedule programming and equipment inspection. With annual power service and electrical support, operating cost is expected to be around \$2,500 per year.

**Environmental Impacts:**

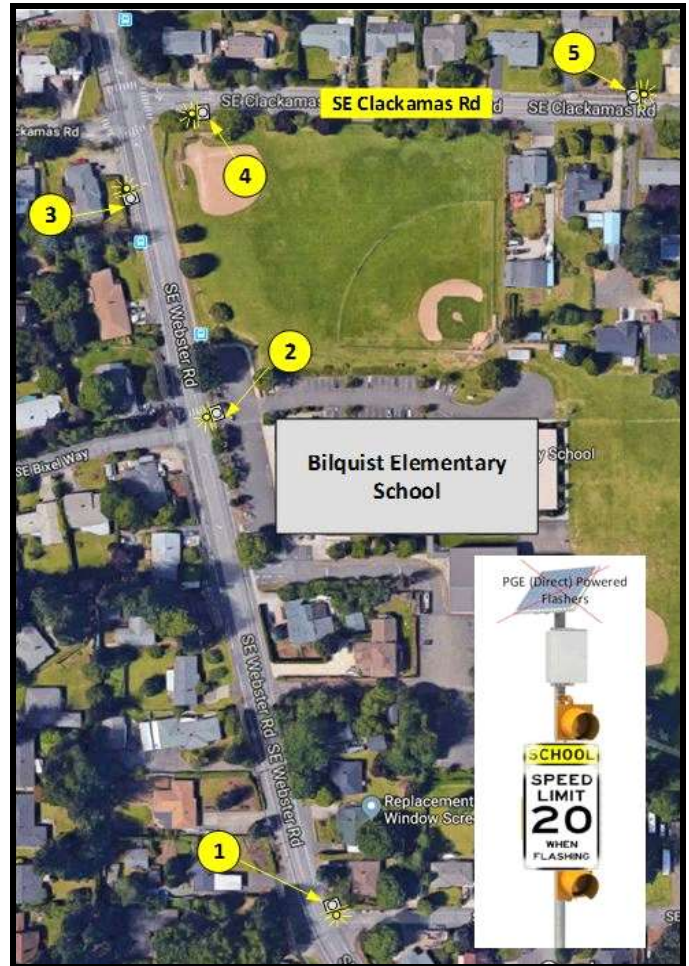
None identified at this time. The project consists of installation of school zone signage which is not expect to create any environmental impacts.

**Changes Since Last Plan:**

None. This is the initial prospectus for this project.

**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Feb-18 |              | Jun-19       |
| EndDate   |          | Jun-19 |              | Dec-19       |



| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$1,162              | \$0                 | \$30,782                   | \$118,900                        | \$0        | \$0        | \$0        | \$0        | \$150,844              |
| <b>Total Project Revenues</b>          | <b>\$1,162</b>       | <b>\$0</b>          | <b>\$30,782</b>            | <b>\$118,900</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$150,844</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2-Road Design                          | \$1,162              | \$2,788             | \$27,994                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$31,944               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$118,900                        | \$0        | \$0        | \$0        | \$0        | \$118,900              |
| <b>Total Project Expenditures</b>      | <b>\$1,162</b>       | <b>\$2,788</b>      | <b>\$27,994</b>            | <b>\$118,900</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$150,844</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22265  
**Project Name:** Trolley Trail Bridge Feasibility Study  
**Project Location:**  
**Map No:**

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The City of Gladstone obtained a Metro Grant to address the need for improved active transportation access across the Clackamas River by studying the feasibility of replacing the recently demolished Portland Avenue Historic Trolley Bridge as an extension of the Trolley Trail, a shared-use path for bicyclists and pedestrians. Clackamas County is helping the City of Gladstone implement the project through the County's ODOT certification. The study will evaluate structural alternatives including new bridge types, geotechnical evaluation of foundation alternatives, identification of environmental permitting requirements, evaluation of river hydraulics and scour potential, development of cost estimates, and trail concept planning for connections to Gladstone and Oregon City trails. Per IGA #31956, the budget is \$225,000 with the Metro Grant covering \$201,892 and the City of Gladstone covering \$23,108.

**Project Justification:**

With the demise of the historic Trolley Bridge there remains a need for an active transportation link across the Clackamas River to link the City of Gladstone to Oregon City.

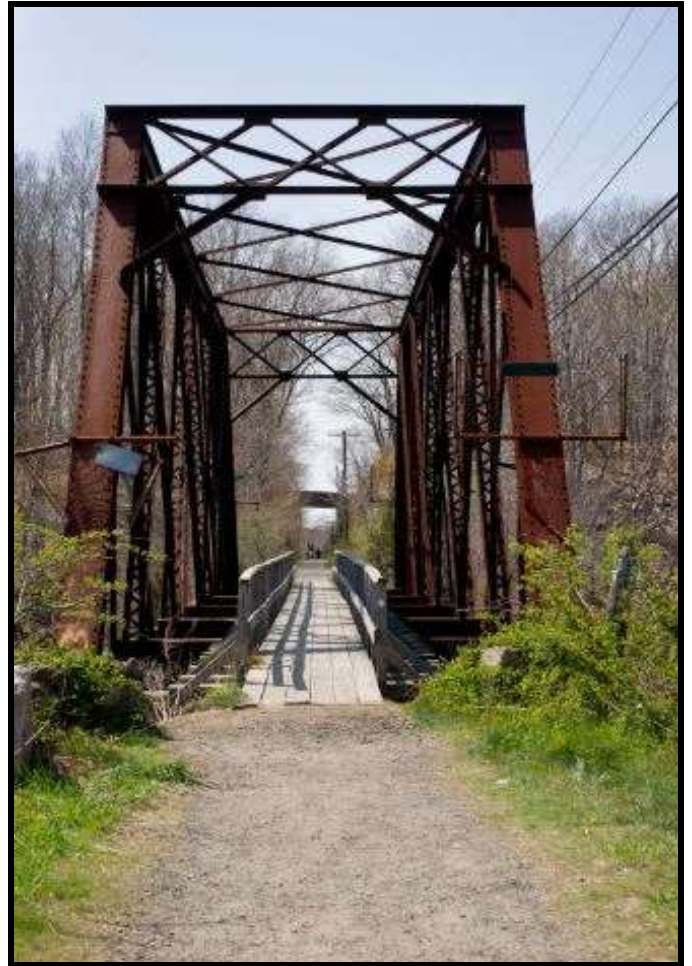
**Impact on Operating Budget:**

Contract will be awarded in February 2019. There is no impact on the county budget.

**Environmental Impacts:**

The study will identify environmental permitting requirements including Corps-DSL permit requirements, ESA requirements, stormwater management guidelines, local permitting requirements, cultural resource assessment, and any Coast Guard requirements.

**Changes Since Last Plan:**



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate                | Jan-19   |        |              |              |
| EndDate                  | Oct-19   |        |              |              |

| <b>Project Budget:</b><br><i>Actuals recorded thru 3.20.2019</i> | <b>Actuals Thru 6/30/18</b> | <b>FY18-19 YTD Actuals</b> | <b>FY18-19 Recd/Exp Remaining</b> | <b>Estimated Project Revenues/Costs</b> |                |                |                |                 | <b>Total Project Estimate</b> |
|--|-----------------------------|----------------------------|-----------------------------------|---|----------------|----------------|----------------|-----------------|-------------------------------|
|  |                             |                            |                                   | <b>2019/20</b>                          | <b>2020/21</b> | <b>2021/22</b> | <b>2022/23</b> | <b>2023/24+</b> |                               |
| <b>Revenues:</b>   |                             |                            |                                   |   |                |                |                |                 |                               |
| Local Gov't & Other Agencies                                     | \$0                         | \$0                        | \$15,405                          | \$7,703                                 | \$0            | \$0            | \$0            | \$0             | \$23,108                      |
| Metro Projects   | \$0                         | \$0                        | \$134,595                         | \$67,298                                | \$0            | \$0            | \$0            | \$0             | \$201,893                     |
| <b>Total Project Revenues</b>                                    | <b>\$0</b>                  | <b>\$0</b>                 | <b>\$150,000</b>                  | <b>\$75,000</b>                         | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>      | <b>\$225,000</b>              |
| <b>Expenditures:</b>   |                             |                            |                                   |   |                |                |                |                 |                               |
| 1-Road Planning  | \$0                         | \$33                       | \$149,967                         | \$75,000                                | \$0            | \$0            | \$0            | \$0             | \$225,000                     |
| <b>Total Project Expenditures</b>                                | <b>\$0</b>                  | <b>\$33</b>                | <b>\$149,967</b>                  | <b>\$75,000</b>                         | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>      | <b>\$225,000</b>              |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22267  
**Project Name:** Bull Run River (Bull Run Rd) Bridge TS&L  
**Project Location:** SE Bull Run Rd @ Bull Run River  
**Map No:** 67

**Program:** 02101-Road Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The scope of this project is to collaborate with a consultant to develop preliminary roadway and structural alternatives, cost estimates to design and construct each proposed alternative, identify necessary environmental permits, and identify right-of-way and easement acquisitions, and provide an overall estimate for the replacement of the Bull Run River (Bull Run Rd) Bridge.

**Project Justification:**

Replacement of the aging Bull Run River bridge will ensure a long-term transportation system link for the Portland water system, for emergency response, for maintenance of the timber industry, and for residents of an isolated area of Clackamas County. Additionally, Clackamas County believes that the Bull Run River bridge will be load rated within several years due to the continuing deterioration of the bridge. When that occurs, access for the water system, for emergency response and for timber harvest will be cut off or greatly reduced.

**Impact on Operating Budget:**

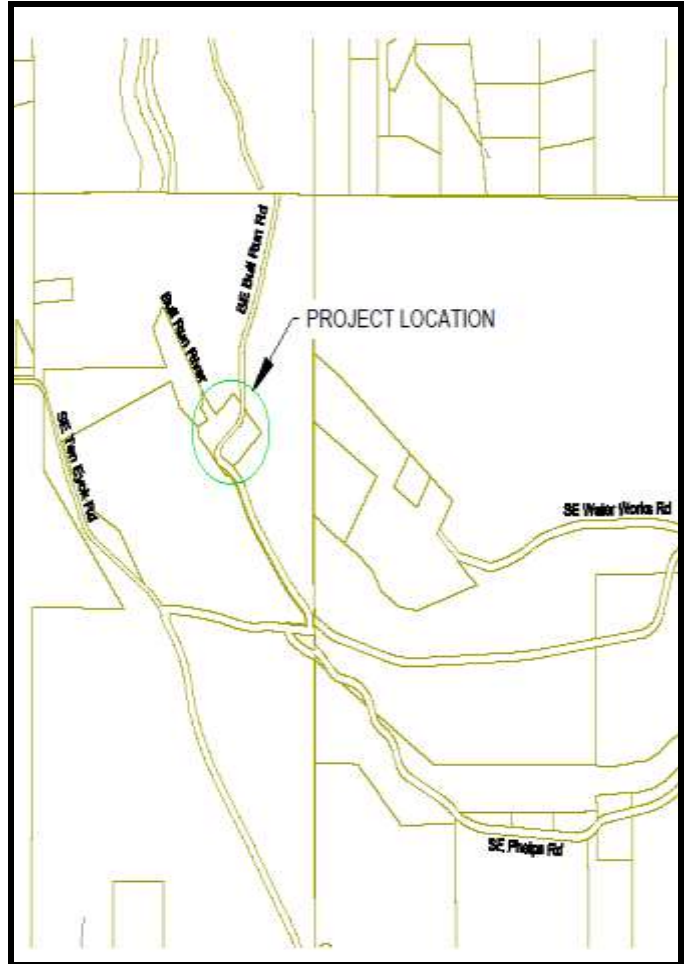
County Road Funds are required for this project.

**Environmental Impacts:**

Permitting requirements will be determined during the course of the preliminary design. Extensive environmental permitting is anticipated.

**Changes Since Last Plan:**

Updated project schedule and project budget.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Dec-18 |              |              |
| EndDate           |          | Jun-19 |              |              |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$0                  | \$4,477             | \$318,073                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$322,550              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$4,477</b>      | <b>\$318,073</b>           | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$322,550</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2-Road Design                          | \$0                  | \$6,620             | \$315,930                  | \$0                              | \$0        | \$0        | \$0        | \$0        | \$322,550              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$6,620</b>      | <b>\$315,930</b>           | <b>\$0</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$322,550</b>       |



**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22269  
**Project Name:** 232nd Drive at MP 0.3  
**Project Location:** SE 232nd Drive at Milepost 0.3  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Jonathan Hangartner  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

SE 232nd Drive is a minor arterial that connects OR-224 and OR-212 in Clackamas County. The roadway has sunk due to continuous heavy rain events that have caused saturation and settling of the road prism. There are also large surface cracks in the pavement. The County will install a deep patch of pavement with improved drainage to return the road to previous conditions (prior to the sinking). It is expected the deep patch will consist of geotextile fabric with reinforced fill. The improved drainage is expected to consist of collecting surface runoff and collecting shallow subsurface water on the west side of the roadway.

The Federal Disaster ID is OR2017-01.

**Project Justification:**

Repairing SE 232nd Drive will ensure reliable connectivity between OR-224 and OR-212. Additionally, a permanent solution to the stormwater drainage needs will promote a more stable roadway that will eliminate the need for future road closures and/or emergency repairs.

**Impact on Operating Budget:**

Federal Emergency Relief Program (ERP) Funds will contribute \$515,948 with a 10.27% County Road Funds match. County shall be responsible for all remaining costs in excess of ERP funds.

**Environmental Impacts:**

As a roadway repair, this project is not anticipated to have significant environmental impacts. However, a wetland, endangered species, and hazardous materials study will be performed.

**Changes Since Last Plan:**

Updated Impact on Operating Budget and Project Budget.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Nov-18 | May-19       | May-20       |
| EndDate           |          | Mar-20 | Feb-20       | Oct-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21          | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                  |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |
| Federal Revenues                       | \$0                  | \$0                 | \$44,730                   | \$293,552                        | \$177,665        | \$0        | \$0        | \$0        | \$515,947              |
| Road Fund                              | \$0                  | \$0                 | \$10,270                   | \$37,448                         | \$43,335         | \$0        | \$0        | \$0        | \$91,053               |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$55,000</b>            | <b>\$331,000</b>                 | <b>\$221,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$607,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |
| 2-Road Design                          | \$0                  | \$4,429             | \$50,571                   | \$225,000                        | \$0              | \$0        | \$0        | \$0        | \$280,000              |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$0                        | \$32,000                         | \$0              | \$0        | \$0        | \$0        | \$32,000               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$74,000                         | \$221,000        | \$0        | \$0        | \$0        | \$295,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$4,429</b>      | <b>\$50,571</b>            | <b>\$331,000</b>                 | <b>\$221,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$607,000</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22270  
**Project Name:** South End RD at MP 3.8  
**Project Location:** South End Road at Milepost 3.8  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

South End Road in the vicinity of Milepost 3.8 has experienced significant roadway distress due to slope instability as a result of heavy rainfall in the spring of 2017. Clackamas County constructed temporary repairs to these areas of roadway prism failure and deterioration. However, it is clear that a more permanent solution is required to mitigate the slope instability. The IGA states the project needs to be completed within 2 years of execution which is 08/28/20. The county will seek an extension due to the right of way needing to be acquired.

It is anticipated that the permanent fix of the roadway will be a combination tied-back soldier pile retaining wall and roadway embankment reinforcement.

**Project Justification:**

A permanent solution to the slope instability will promote a more stable roadway that will eliminate the need for future road closures and/or emergency repairs. The County received Emergency Relief Program funds to deliver the project.

**Impact on Operating Budget:**

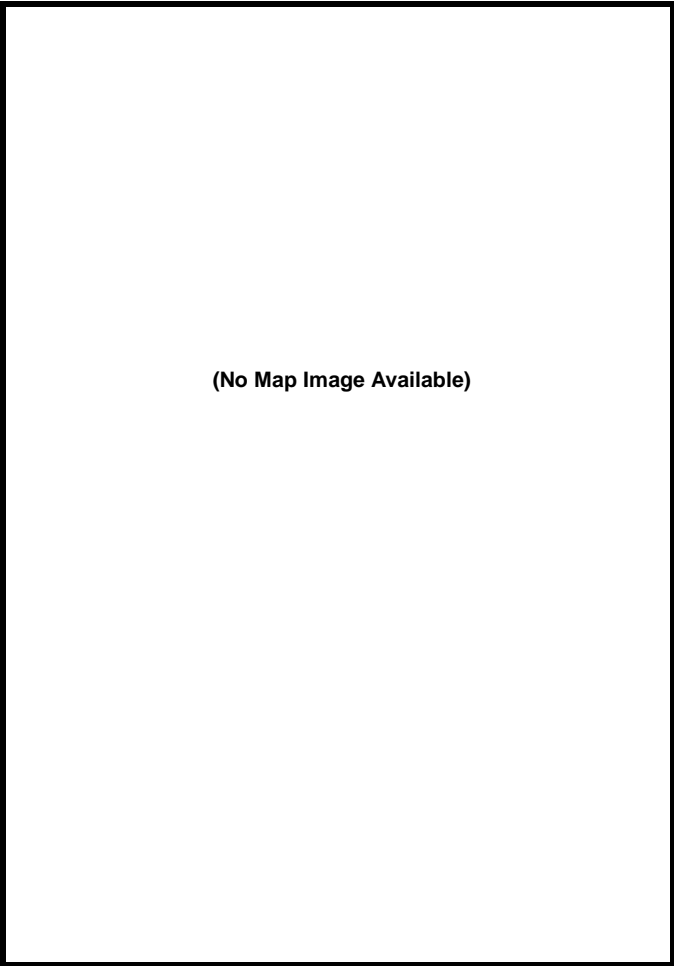
Per IGA # 32607, the total project cost is estimated at \$2,740,000.00. With federal emergency relief program (ERP) funding \$2,458,602 and county road funds contributing the match and any funds above the total project cost.

**Environmental Impacts:**

As a roadway repair, this project is not anticipated to have significant environmental impacts. However, environmental clearance from FHWA is required and wetland, endangered species, and hazardous materials studies will be performed.

**Changes Since Last Plan:**

Updated Schedule



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate                |          | Feb-19 | Dec-19       | Mar-21       |
| EndDate                  |          | Sep-20 | Sep-20       | Oct-22       |

| <b>Project Budget:</b><br><i>Actuals recorded thru 3.20.2019</i> | Actuals<br>Thru<br>6/30/18 | FY18-19<br>YTD<br>Actuals | FY18-19<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                    |                  |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|--------------------|------------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2019/20                          | 2020/21            | 2021/22          | 2022/23    | 2023/24+   |                              |
| <b>Revenues:</b>   |                            |                           |                                  |                                  |                    |                  |            |            |                              |
| Federal Revenues   | \$0                        | \$0                       | \$179,460                        | \$345,461                        | \$1,081,246        | \$852,435        | \$0        | \$0        | \$2,458,602                  |
| Road Fund  | \$0                        | \$0                       | \$20,540                         | \$39,539                         | \$123,754          | \$97,565         | \$0        | \$0        | \$281,398                    |
| <b>Total Project Revenues</b>                                    | <b>\$0</b>                 | <b>\$0</b>                | <b>\$200,000</b>                 | <b>\$385,000</b>                 | <b>\$1,205,000</b> | <b>\$950,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,740,000</b>           |
| <b>Expenditures:</b>   |                            |                           |                                  |                                  |                    |                  |            |            |                              |
| 2-Road Design  | \$0                        | \$3,511                   | \$196,489                        | \$345,000                        | \$0                | \$0              | \$0        | \$0        | \$545,000                    |
| 3-Right of Way Purchase  | \$0                        | \$0                       | \$0                              | \$40,000                         | \$0                | \$0              | \$0        | \$0        | \$40,000                     |
| 4-Road Construction  | \$0                        | \$0                       | \$0                              | \$0                              | \$1,205,000        | \$950,000        | \$0        | \$0        | \$2,155,000                  |
| <b>Total Project Expenditures</b>                                | <b>\$0</b>                 | <b>\$3,511</b>            | <b>\$196,489</b>                 | <b>\$385,000</b>                 | <b>\$1,205,000</b> | <b>\$950,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,740,000</b>           |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22271  
**Project Name:** ARTS Rural Systemic Safety Countermeasures  
**Project Location:** County-wide  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 7434 - DTD Trans Safety  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

**Systemic Horizontal Alignment Signs**  
 Design and install updated horizontal alignment warning signs on approximately 110 miles on 22 rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards.

**Systemic Rural Intersection**  
 Design and install various safety countermeasures to reduce crashes at 78 rural intersections, following FHWA guidance, that includes doubled-up, oversized advance warning signs, doubled-up STOP signs, retroreflective sheeting on sign posts, other countermeasures as appropriate.

This project includes development of plans, specs & estimate, and installation of all signs.

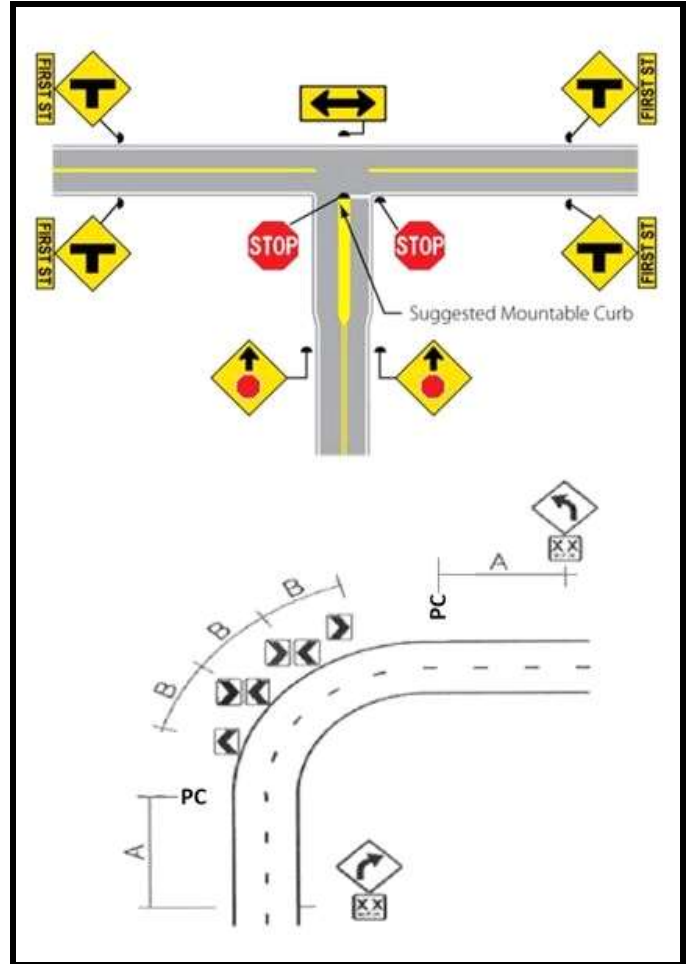
**Project Justification:**

The safety countermeasures included in this project are expected to result in measurable reductions in fatal and serious injury crashes on County rural roadways, which is consistent with the goal of the Transportation Safety Action Plan to eliminate serious injury and fatal crashes by 2035.  
 \* Updating horizontal warning signs is a proven safety countermeasure that is associated with a 16% reduction in road-departure crashes.  
 \* The planned intersection safety countermeasures are proven to reduce the number of intersection crashes by 20%-30%.

**Impact on Operating Budget:**

**Environmental Impacts:**  
 None identified. This project consists of sign installations which is not expected to have any environmental impacts.

**Changes Since Last Plan:**  
 None. This is the initial prospectus.



|                          |          |        |              |              |
|--------------------------|----------|--------|--------------|--------------|
| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
| Start Date               |          | Jan-19 |              | Sep-19       |
| End Date                 |          | Jun-21 |              | Jun-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |  |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|--|
|  |                      |                     |                            | 2019/20                          | 2020/21          | 2021/22    | 2022/23    | 2023/24+   |                        |  |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                  |            |            |            |                        |  |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |  |
| Federal Revenues                       | \$0                  | \$0                 | \$244,868                  | \$1,061,093                      | \$326,490        | \$0        | \$0        | \$0        | \$1,632,451            |  |
| Road Fund                              | \$0                  | \$0                 | \$20,658                   | \$89,517                         | \$27,544         | \$0        | \$0        | \$0        | \$137,719              |  |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$265,526</b>           | <b>\$1,150,610</b>               | <b>\$354,034</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,770,170</b>     |  |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |  |
| 2-Road Design                          | \$0                  | \$0                 | \$265,526                  | \$513,350                        | \$141,600        | \$0        | \$0        | \$0        | \$920,476              |  |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$637,260                        | \$212,434        | \$0        | \$0        | \$0        | \$849,694              |  |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$265,526</b>           | <b>\$1,150,610</b>               | <b>\$354,034</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,770,170</b>     |  |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22272  
**Project Name:** Dryland Road Guardrail  
**Project Location:** Dryland Rd (51025) MP 5.2-MP 5.3  
**Map No:** 4S1E34, 4S1E3

**Program:** 02103-Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 7434 - DTD Trans Safety  
**Current Status:** ACTIVE

**Date of Last Revision:**

**Project Description/Scope:**

This project will design and install guardrail and MASH-compliant end treatments on approximately 400 feet of Dryland Rd between MP 5.20 and MP 5.30. The project will also fund the acquisition of right of way as this road segment currently lies outside of the right of way.

**Project Justification:**

There is a slight horizontal reverse curve on Dryland Rd that begins immediately south of a crest of a vertical curve at MP 5.3. There have been two serious crashes at this location in July and November of 2018. Both crashes involved southbound vehicles traveling at high speeds and, in both cases, the vehicles left the roadway after failing to negotiate the horizontal curve. The two crashes resulted in three fatalities and one serious injury. The county installed post-mounted delineators and enhanced warning signs after the first crash. Guardrail along this segment will prevent future vehicles from leaving the roadway, and will reduce the severity of future lane-departure crashes on this segment.

**Impact on Operating Budget:**

This project will be funded by road fund.

**Environmental Impacts:**

None identified. This project consists of guardrail installation which is not expected to have any environmental impacts.

**Changes Since Last Plan:**

None. This is the initial prospectus.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Mar-19 | Mar-19       | Sep-19       |
| EndDate           |          | Jul-19 | Sep-19       | Dec-19       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$23,500                   | \$48,500                         | \$0        | \$0        | \$0        | \$0        | \$72,000               |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$23,500</b>            | <b>\$48,500</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$72,000</b>        |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2-Road Design                          | \$0                  | \$0                 | \$13,000                   | \$3,500                          | \$0        | \$0        | \$0        | \$0        | \$16,500               |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$10,500                   | \$0                              | \$0        | \$0        | \$0        | \$0        | \$10,500               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$45,000                         | \$0        | \$0        | \$0        | \$0        | \$45,000               |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$23,500</b>            | <b>\$48,500</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$72,000</b>        |



**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22273  
**Project Name:** Duus Road Guardrail Project  
**Project Location:** Duus Rd.  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 7434 - DTD Trans Safety  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

This project is located on Duus Rd., approximately 1.0 miles east of the intersection of Duus Rd. and Eagle Creek Rd., North of Estacada, OR. The Project will include removal of damaged portions of an existing guardrail, and replacement with new guardrail. Approximately 166 ft of existing guardrail is in need of replacement and the guardrail needs to be extended approximately 150 ft.

**Project Justification:**

Guardrail is damaged in some areas and needs to be extended to improve safety.

**Impact on Operating Budget:**

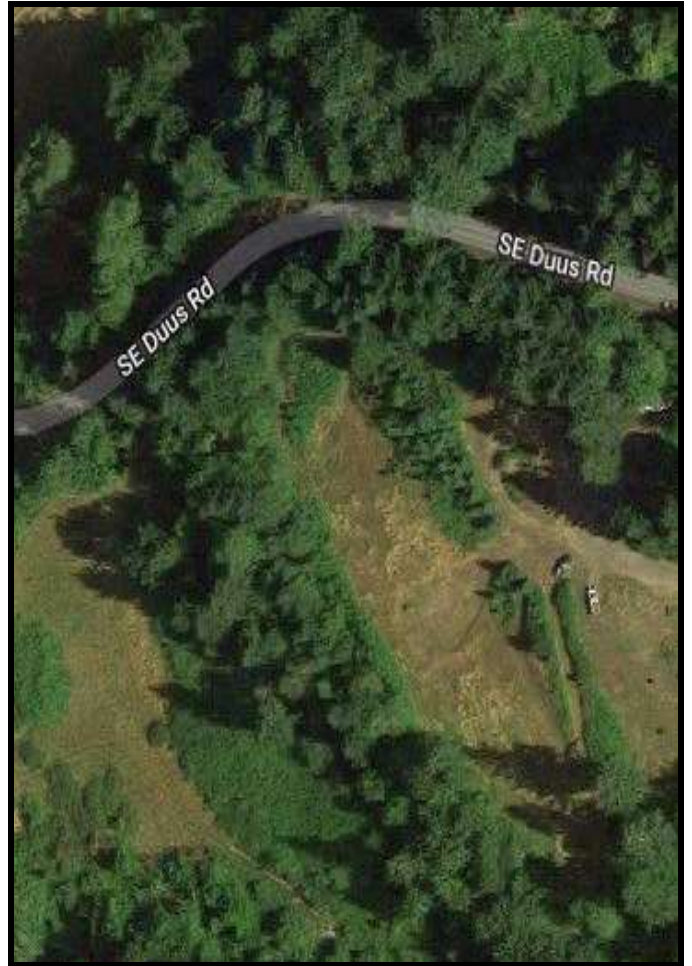
This project will be funded by road fund.

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required. However, a review of each location will be performed if additional measures are needed.

**Changes Since Last Plan:**

New Prospectus.



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate                |          | Feb-19 |              | Sep-19       |
| EndDate                  |          | Jul-19 |              | Oct-19       |

| <b>Project Budget:</b>                 | Actuals<br>Thru<br>6/30/18 | FY18-19<br>YTD<br>Actuals | FY18-19<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                              |
| <i>Actuals recorded thru 3.20.2019</i> |                            |                           |                                  |                                  |            |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |            |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$11,050                         | \$50,000                         | \$0        | \$0        | \$0        | \$0        | \$61,050                     |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$11,050</b>                  | <b>\$50,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$61,050</b>              |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |            |            |            |            |                              |
| 2-Road Design                          | \$0                        | \$0                       | \$11,050                         | \$0                              | \$0        | \$0        | \$0        | \$0        | \$11,050                     |
| 4-Road Construction                    | \$0                        | \$0                       | \$0                              | \$50,000                         | \$0        | \$0        | \$0        | \$0        | \$50,000                     |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$11,050</b>                  | <b>\$50,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$61,050</b>              |



**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22274  
**Project Name:** E Salmon river Road Preventative Maintenance  
**Project Location:** E Salmon River Road from MP 0.00 to MP 2.03  
**Map No:** 226

**Program:** 02101-Road Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

This project will apply a 2-inch asphalt overlay along 2.03 miles of road. The average surface width is 23 feet, with a 1,100 foot long, 6 foot wide pedway adjacent to the road near Welches Middle School. Guardrail adjustment and striping are also included.

**Project Justification:**

E. Salmon River Road is a rural major collector that serves as one of the primary accesses into the Salmon Huckleberry Wilderness. To enhance the RCI (Ride Comfort Index), a 2 inch overlay is the perfect treatment and will insure the road does not deteriorate further.

**Impact on Operating Budget:**

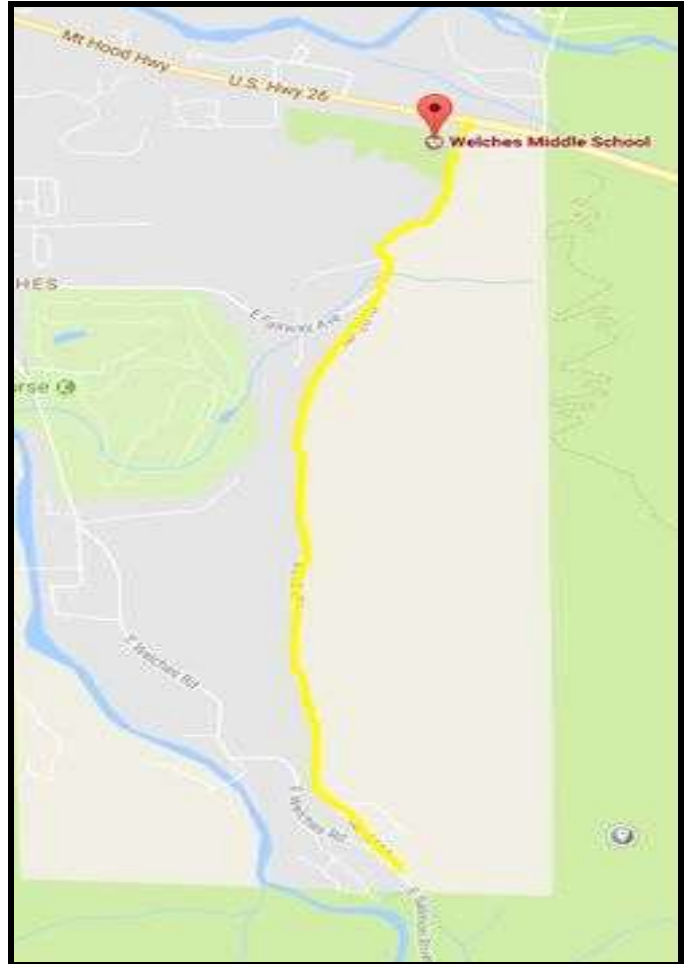
This project will be funded through Federal Funds (Western Federal Land Highway Division) and County Road Funds. Per the FLAP match agreement signed in March of 2018, the County's minimum match is 40% of the federal funds. A total of \$200,000 in federal funds are available. An IGA is still required, anticipated in late 2020.

**Environmental Impacts:**

Coordination with Western Federal Land Highway Division will be required. However, no environmental permitting is anticipated at this time. Complete permit requirements will be determined during the design phase.

**Changes Since Last Plan:**

This is the first draft.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Jul-19 |              | Jul-19       |
| EndDate           |          | Mar-20 |              | Oct-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21          | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                  |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |
| Federal Revenues                       | \$0                  | \$0                 | \$0                        | \$0                              | \$200,000        | \$0        | \$0        | \$0        | \$200,000              |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$40,425                         | \$252,674        | \$0        | \$0        | \$0        | \$293,099              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$40,425</b>                  | <b>\$452,674</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$493,099</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |
| 2-Road Design                          | \$0                  | \$0                 | \$0                        | \$40,425                         | \$0              | \$0        | \$0        | \$0        | \$40,425               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$0                              | \$452,674        | \$0        | \$0        | \$0        | \$452,674              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$40,425</b>                  | <b>\$452,674</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$493,099</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22275  
**Project Name:** Lolo Pass Rd Satabilization & Surface Preservation  
**Project Location:** Lolo Pass Road from MP 0.00 to MP 3.99  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

Lolo Pass Road is the only access to the Zig Zag District of the Mt. Hood National Forest and its support facilities. Therefore, it is a critical life line for this portion of the forest. The proposed project will stabilize and improve this road by extending a revetment constructed by Clackamas County after the last flood event, and also by improving and preserving the road surface with the addition of 2 inches of pavement.

**Project Justification:**

These improvements are necessary to help protect the road way from damage in the next flood event and to preserve a high quality road surface on the access to the national forest. Damage to this roadway by future flooding or deterioration of the road surface would require visitors and National Forest Service vehicles to detour over 30 miles.

**Impact on Operating Budget:**

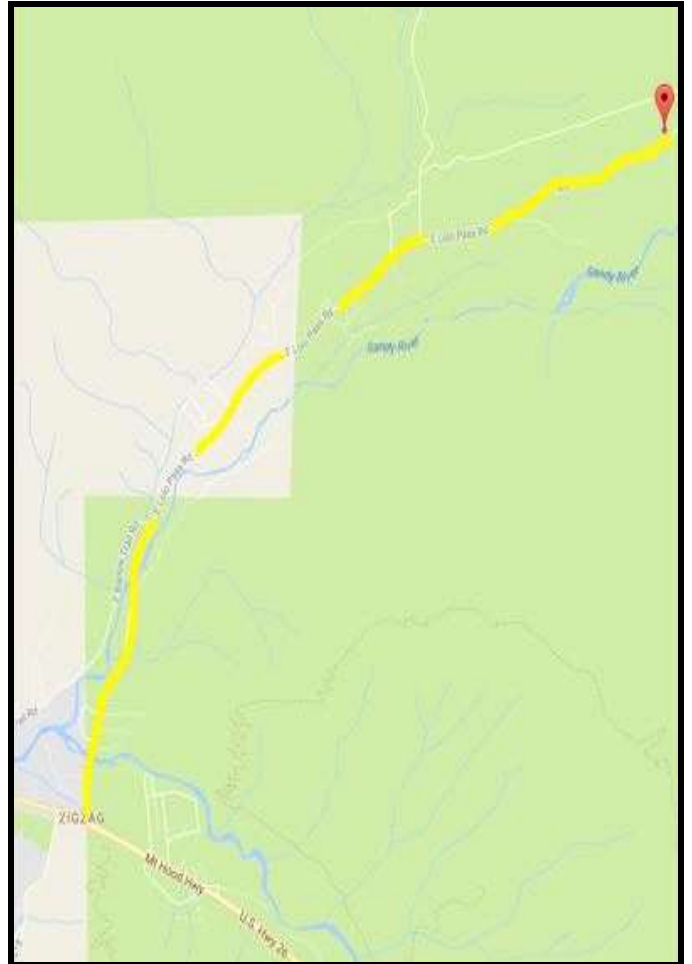
This project will be funded through Federal Lands Access Program and County road funds. Per the FLAP match agreement, signed in March of 2018, the County's match is a minimum of 20% of the federal funds. A total of \$3,241,922 in federal funds are available. An IGA is still required, anticipated in early 2020.

**Environmental Impacts:**

Army CORPS and DSL permits anticipated. Complete permit requirements will be determined during the design phase.

**Changes Since Last Plan:**

This is the first draft.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Feb-19 |              | Jun-20       |
| EndDate           |          | Apr-20 |              | Oct-23       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                    |                |                |                | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|--------------------|----------------|----------------|----------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21            | 2021/22        | 2022/23        | 2023/24+       |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                    |                |                |                |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                    |                |                |                |                        |
| Federal Revenues                       | \$0                  | \$0                 | \$0                        | \$448,650                        | \$2,793,272        | \$0            | \$0            | \$0            | \$3,241,922            |
| Road Fund                              | \$0                  | \$0                 | \$75,000                   | \$144,367                        | \$591,114          | \$5,000        | \$5,000        | \$5,000        | \$825,481              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$75,000</b>            | <b>\$593,017</b>                 | <b>\$3,384,386</b> | <b>\$5,000</b> | <b>\$5,000</b> | <b>\$5,000</b> | <b>\$4,067,403</b>     |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                    |                |                |                |                        |
| 2-Road Design                          | \$0                  | \$0                 | \$75,000                   | \$93,017                         | \$0                | \$0            | \$0            | \$0            | \$168,017              |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$500,000                        | \$3,384,386        | \$5,000        | \$5,000        | \$5,000        | \$3,899,386            |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$75,000</b>            | <b>\$593,017</b>                 | <b>\$3,384,386</b> | <b>\$5,000</b> | <b>\$5,000</b> | <b>\$5,000</b> | <b>\$4,067,403</b>     |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22276  
**Project Name:** Woodcock Creek (Grimm Rd) Bridge Scour  
**Project Location:** Grimm Road @ Woodcock Creek  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** Devin Patterson  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The existing Grimm Road Bridge over Woodcock Creek is experiencing significant scour problems. The bridge is located approximately 1200' south of Grimm Road's intersection with Munson Road and is approximately 48 years old. The County will evaluate options to either repair the scour issues or replace the bridge.

**Project Justification:**

The bridge is experiencing significant scour problems. Two of the wing-walls on the bridge are experiencing scour and have been undermined. On the upstream end, a large amount of aggradation is occurring, constricting the Woodcock Creek channel. On the downstream end, a plunge pool has formed, primarily due to the structure having a concrete floor, while the stream below it has continued to incise over time. This creates a situation where the concrete floor of the structure is perched approximately 12" to 15" higher than the substrate immediately downstream.

**Impact on Operating Budget:**

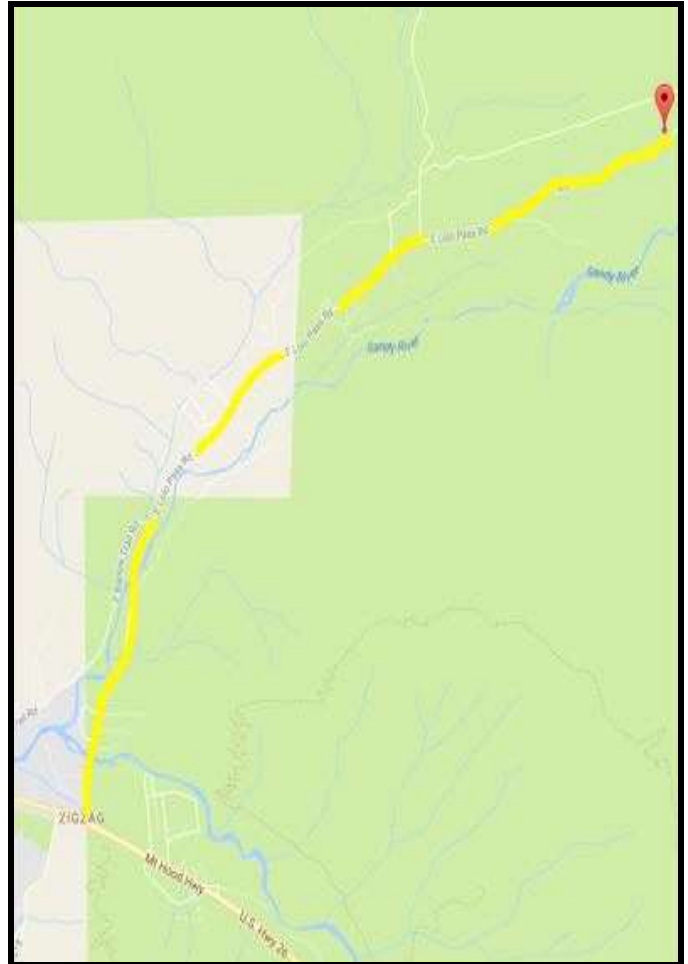
Road fund will be used for this project.

**Environmental Impacts:**

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

**Changes Since Last Plan:**

This is the first draft.



| <b>Project Schedule:</b> | Planning | Design | Right of Way | Construction |
|--------------------------|----------|--------|--------------|--------------|
| StartDate                |          | Feb-19 | Feb-20       | May-21       |
| EndDate                  |          | Feb-21 | Feb-21       | Nov-23       |

| <b>Project Budget:</b><br><i>Actuals recorded thru 3.20.2019</i> | Actuals<br>Thru<br>6/30/18 | FY18-19<br>YTD<br>Actuals | FY18-19<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |                |                |                | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|----------------|----------------|----------------|------------------------------|
|  |                            |                           |                                  | 2019/20                          | 2020/21          | 2021/22        | 2022/23        | 2023/24+       |                              |
| <b>Revenues:</b>   |                            |                           |                                  |                                  |                  |                |                |                |                              |
| Road Fund  | \$0                        | \$1,466                   | \$50,000                         | \$206,688                        | \$220,000        | \$3,000        | \$2,000        | \$2,000        | \$485,154                    |
| <b>Total Project Revenues</b>                                    | <b>\$0</b>                 | <b>\$1,466</b>            | <b>\$50,000</b>                  | <b>\$206,688</b>                 | <b>\$220,000</b> | <b>\$3,000</b> | <b>\$2,000</b> | <b>\$2,000</b> | <b>\$485,154</b>             |
| <b>Expenditures:</b>   |                            |                           |                                  |                                  |                  |                |                |                |                              |
| 2-Road Design  | \$0                        | \$0                       | \$51,466                         | \$81,688                         | \$0              | \$0            | \$0            | \$0            | \$133,154                    |
| 3-Right of Way Purchase  | \$0                        | \$0                       | \$0                              | \$5,000                          | \$0              | \$0            | \$0            | \$0            | \$5,000                      |
| 4-Road Construction  | \$0                        | \$0                       | \$0                              | \$115,000                        | \$220,000        | \$3,000        | \$2,000        | \$2,000        | \$342,000                    |
| 5-Repair/Maint   | \$0                        | \$1,704                   | (\$1,704)                        | \$0                              | \$0              | \$0            | \$0            | \$0            | \$0                          |
| <b>Total Project Expenditures</b>                                | <b>\$0</b>                 | <b>\$1,704</b>            | <b>\$49,763</b>                  | <b>\$201,688</b>                 | <b>\$220,000</b> | <b>\$3,000</b> | <b>\$2,000</b> | <b>\$2,000</b> | <b>\$480,154</b>             |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22277  
**Project Name:** Woodcock Creek (Wright Rd) Bridge Scour  
**Project Location:** Wright Rd @ Woodcock creek (Dave Phillips Bridge)  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** Devin Patterson  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The existing Wright Road Bridge over Woodcock Creek is experiencing significant scour. The bridge was constructed in the late 1990's and is also known as the Dave Phillips Bridge. The creek upstream of the bridge has fish-passage complications due to aggradation of creek sediments and the bridge has scour issues including undermining of the existing bridge abutments.

**Project Justification:**

The bridge is experiencing significant scour problems that include sscour and undermining of the abutment walls and significant aggradation of the stream upstream of the bridge.

**Impact on Operating Budget:**

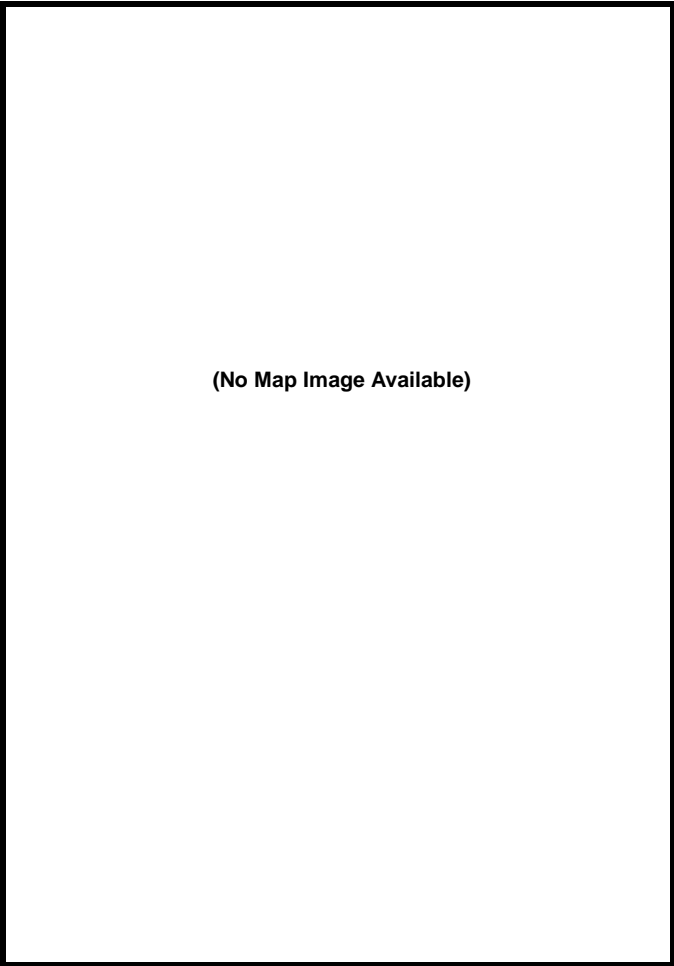
Road funds will pay for this project.

**Environmental Impacts:**

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

**Changes Since Last Plan:**

This is the first draft.



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Jan-19 | Oct-19       | Jun-20       |
| EndDate   |          | Apr-20 | Apr-20       | Nov-22       |

| Project Budget:                        | Actuals<br>Thru<br>6/30/18 | FY18-19<br>YTD<br>Actuals | FY18-19<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                  |                |                |                | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|------------------|----------------|----------------|----------------|------------------------------|
|  |                            |                           |                                  | 2019/20                          | 2020/21          | 2021/22        | 2022/23        | 2023/24+       |                              |
| <i>Actuals recorded thru 3.20.2019</i> |                            |                           |                                  |                                  |                  |                |                |                |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                  |                |                |                |                              |
| Road Fund                              | \$0                        | \$15,229                  | \$62,982                         | \$239,671                        | \$220,000        | \$3,000        | \$2,000        | \$2,000        | \$544,881                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$15,229</b>           | <b>\$62,982</b>                  | <b>\$239,671</b>                 | <b>\$220,000</b> | <b>\$3,000</b> | <b>\$2,000</b> | <b>\$2,000</b> | <b>\$544,881</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                  |                |                |                |                              |
| 2-Road Design                          | \$0                        | \$0                       | \$78,210                         | \$114,671                        | \$0              | \$0            | \$0            | \$0            | \$192,881                    |
| 3-Right of Way Purchase                | \$0                        | \$0                       | \$0                              | \$5,000                          | \$0              | \$0            | \$0            | \$0            | \$5,000                      |
| 4-Road Construction                    | \$0                        | \$0                       | \$0                              | \$115,000                        | \$220,000        | \$3,000        | \$2,000        | \$2,000        | \$342,000                    |
| 5-Repair/Maint                         | \$0                        | \$15,770                  | (\$15,770)                       | \$0                              | \$0              | \$0            | \$0            | \$0            | \$0                          |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$15,770</b>           | <b>\$62,441</b>                  | <b>\$234,671</b>                 | <b>\$220,000</b> | <b>\$3,000</b> | <b>\$2,000</b> | <b>\$2,000</b> | <b>\$539,881</b>             |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22278  
**Project Name:** 222nd & Tillstrom 4-Way Flashers  
**Project Location:** SE 222nd Drive & SE Tillstrom Road  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** Carl Olson  
**Budgeted in Dept:** 7434 - DTD Trans Safety  
**Current Status:** ACTIVE

**Date of Last Revision:**

**Project Description/Scope:**

The scope of this project will install yellow flashing beacons on the advance warning signs prior to the intersection and red flashing beacons on the stop signs at the intersection.

**Project Justification:**

"The SE 222nd Drive/SE Tillstrom Road intersection is located approximately half way between OR 212 and the Multnomah County line. It is the only all-way stop-control (AWSC) intersection along SE 222nd Drive, which means it is the only place where motorists are required to stop along SE 222nd Drive. A Road Safety Audit for 222nd Drive & 242nd Avenue was completed in 2016 that suggested installing flashers in advance of and at the intersection of 222nd & Tillstrom.

The safety countermeasures included in this project are expected to result in measurable reductions in fatal and serious injury crashes on County rural roadways, which is consistent with the goal of the Transportation Safety Action Plan to eliminate serious injury and fatal crashes by 2035.

Install flashing beacons in advance of and at stop controlled intersections is a proven safety countermeasure that is associated with a 28% reduction in angle crashes."

**Impact on Operating Budget:**

This project will be funded by Damascus Road funds.

**Environmental Impacts:**

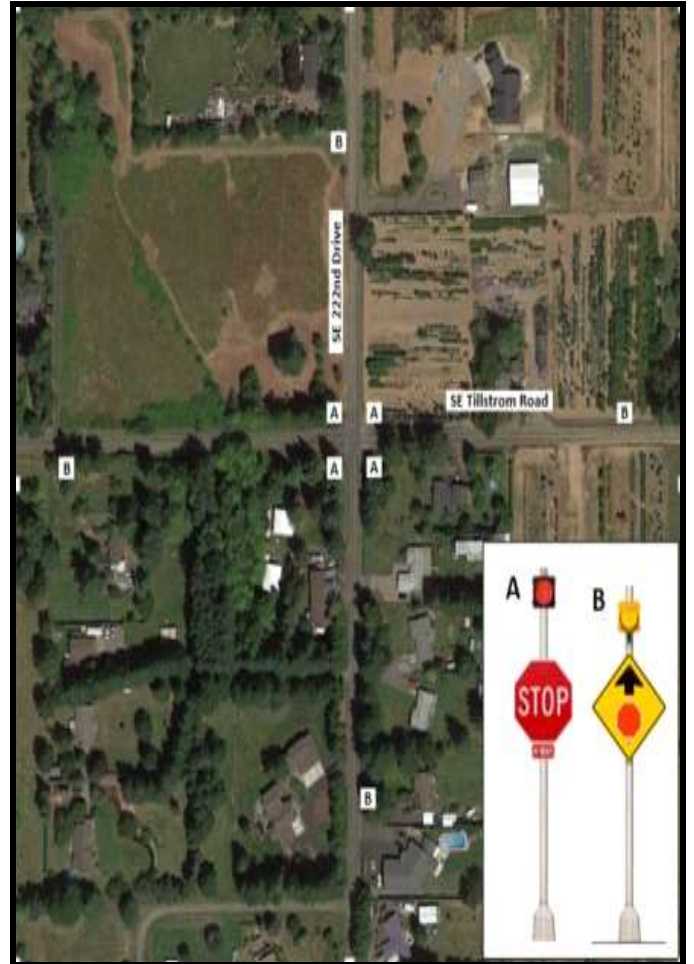
None identified. This project consists of installation of signs with flashers, foundation, and electrical conduit which is not expected to have any environmental impacts.

**Changes Since Last Plan:**

None. This is the initial prospectus.

**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Jan-19 |              | Jan-20       |
| EndDate   |          | Dec-19 |              | Dec-20       |



| Project Budget:                        | Actuals<br>Thru<br>6/30/18 | FY18-19<br>YTD<br>Actuals | FY18-19<br>Recd/Exp<br>Remaining | Estimated Project Revenues/Costs |                 |            |            |            | Total<br>Project<br>Estimate |
|--|----------------------------|---------------------------|----------------------------------|----------------------------------|-----------------|------------|------------|------------|------------------------------|
|  |                            |                           |                                  | 2019/20                          | 2020/21         | 2021/22    | 2022/23    | 2023/24+   |                              |
| <i>Actuals recorded thru 3.20.2019</i> |                            |                           |                                  |                                  |                 |            |            |            |                              |
| <b>Revenues:</b>                       |                            |                           |                                  |                                  |                 |            |            |            |                              |
| Road Fund                              | \$0                        | \$0                       | \$0                              | \$127,500                        | \$87,500        | \$0        | \$0        | \$0        | \$215,000                    |
| <b>Total Project Revenues</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$127,500</b>                 | <b>\$87,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$215,000</b>             |
| <b>Expenditures:</b>                   |                            |                           |                                  |                                  |                 |            |            |            |                              |
| 2-Road Design                          | \$0                        | \$0                       | \$0                              | \$40,000                         | \$0             | \$0        | \$0        | \$0        | \$40,000                     |
| 4-Road Construction                    | \$0                        | \$0                       | \$0                              | \$87,500                         | \$87,500        | \$0        | \$0        | \$0        | \$175,000                    |
| <b>Total Project Expenditures</b>      | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                       | <b>\$127,500</b>                 | <b>\$87,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$215,000</b>             |



**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22279  
**Project Name:** 242nd / Borges Realignment  
**Project Location:** SE 242nd Ave and SE Borges Rd  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 7435 - Damascus Roads  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

This project will realign and/or regrade the intersection.

**Project Justification:**

The intersection has a number of crashes, which may be correlated with the skewed degree of the intersection and the limited sight distance.

**Impact on Operating Budget:**

Damascus Road Fund

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Feb-19 | Oct-20       | May-20       |
| EndDate   |          | Feb-20 | Feb-20       | Sep-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21          | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                  |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$50,000                   | \$255,000                        | \$205,000        | \$0        | \$0        | \$0        | \$510,000              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$50,000</b>            | <b>\$255,000</b>                 | <b>\$205,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$510,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |
| 2-Road Design                          | \$0                  | \$0                 | \$50,000                   | \$50,000                         | \$0              | \$0        | \$0        | \$0        | \$100,000              |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$0                        | \$25,000                         | \$0              | \$0        | \$0        | \$0        | \$25,000               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$180,000                        | \$205,000        | \$0        | \$0        | \$0        | \$385,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$50,000</b>            | <b>\$255,000</b>                 | <b>\$205,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$510,000</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22280  
**Project Name:** ADA Ramps Project #2: Sunnyside Rd. 132nd Ave.  
**Project Location:** Sunnyside Rd. 132nd Ave.-162nd Ave.  
**Map No:**

**Program:** 02040-ADA IMPROVEMENTS - TIT  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The County has determined where curb ramp retrofit work will occur in 2019 and 2020 based on planned summer of 2020 paving work. An anticipated total of 36 corners are planned to be inventoried for compliance and likely replaced to meet current ADA requirements on Sunnyside Road between 132nd and 162nd avenues. There are twelve non-signalized intersections that are planned to have curb ramp retrofits, as well as twenty-four signalized corners that are planned to have signal modifications to meet ADA requirements for pedestrian push button reach, height and level landing.

**Project Justification:**

Various curb ramps throughout the County do not meet current ADA guidelines and need to be upgraded per the County's Transition Plan

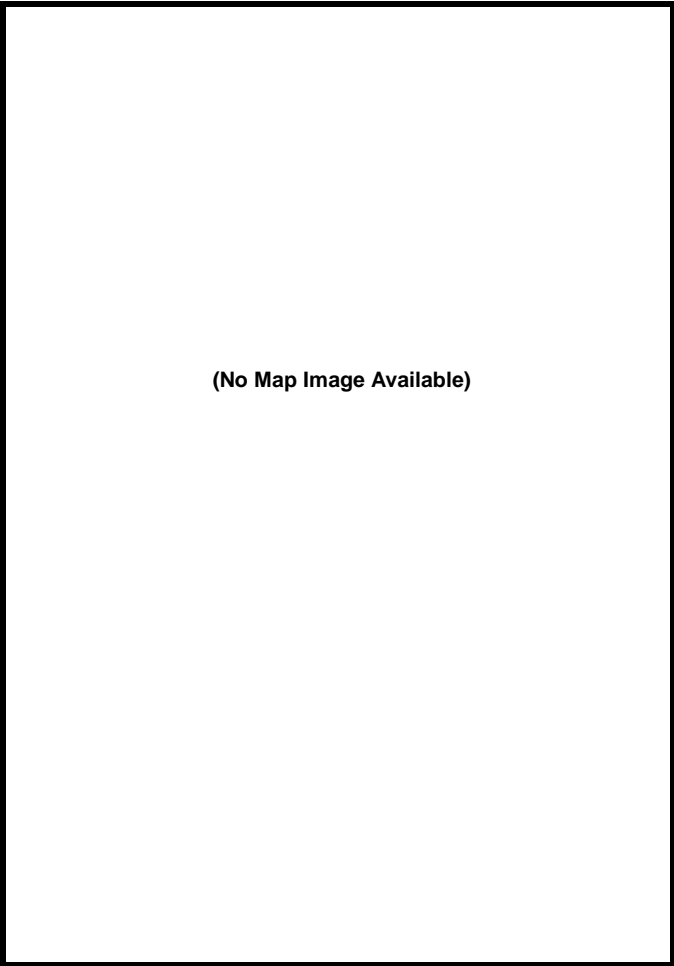
**Impact on Operating Budget:**

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required. However, a review of each location will be performed if additional measures are needed.

**Changes Since Last Plan:**

New Prospectus



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Feb-19 |              | Apr-20       |
| EndDate   |          | Mar-20 |              | Sep-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21          | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                  |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$125,000                  | \$350,000                        | \$285,000        | \$0        | \$0        | \$0        | \$760,000              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$125,000</b>           | <b>\$350,000</b>                 | <b>\$285,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$760,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |            |            |            |                        |
| 2-Road Design                          | \$0                  | \$0                 | \$125,000                  | \$200,000                        | \$0              | \$0        | \$0        | \$0        | \$325,000              |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$150,000                        | \$285,000        | \$0        | \$0        | \$0        | \$435,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$125,000</b>           | <b>\$350,000</b>                 | <b>\$285,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$760,000</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** 22282  
**Project Name:** DAMASCUS ROADS TIER 1 SAFETY Damascus RSA Tier 1 Pro  
**Project Location:** SE 222nd Ave & SE 242nd Ave  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 7434 - DTD Trans Safety  
**Current Status:** ACTIVE

**Date of Last Revision:**

**Project Description/Scope:**

Systemic Horizontal Alignment Signs: This project will design and install safety countermeasures as recommended in the 222nd/242nd Road Safety Audit, and will consist of:

- (1) updated horizontal alignment warning signs;
- (2) basic safety upgrades at the following intersections on 222nd: OR 212, Hoffmeister Rd, Bohna Park Rd, Tillstrom Rd, and Borges Rd; and at the following intersections on 242nd: Hoffmeister Rd, Bohna Park Rd, Tillstrom Rd, Sunshine Valley Rd, and Borges Rd;
- (3) recessed raised pavement markers on 222nd and 242nd; and
- (4) rumble strips on 222nd and 242nd.

This project includes development of plans, specs & estimate, and installation of all signs on approximately 30 miles of rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards.

**Project Justification:**

The safety countermeasures included in this project are expected to result in measurable reductions in fatal and serious injury crashes, which is consistent with the goal of the Transportation Safety Action Plan to eliminate serious injury and fatal crashes by 2035.

Crash reduction factors for each countermeasure are listed below:

Update horizontal warning signs: 16% crash reduction (road departure crashes)

Basic intersection upgrades: 20%-30% crash reduction (all crash types)

Rumble Strips: 12% crash reduction (all crash types)

**Impact on Operating Budget:**

This project will be funded by Damascus Road funds.

**Environmental Impacts:**

None identified. This project consists of sign installations and modifications to the paved roadway surface, which are not expected to have any environmental impacts.

**Changes Since Last Plan:**

None. This is the initial prospectus.

**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Jul-19 |              | Sep-19       |
| EndDate   |          | Jun-20 |              | Dec-20       |



| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                 |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|-----------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21         | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                 |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                 |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$107,500                        | \$72,500        | \$0        | \$0        | \$0        | \$180,000              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$107,500</b>                 | <b>\$72,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$180,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                 |            |            |            |                        |
| 2-Road Design                          | \$0                  | \$0                 | \$0                        | \$35,000                         | \$0             | \$0        | \$0        | \$0        | \$35,000               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$72,500                         | \$72,500        | \$0        | \$0        | \$0        | \$145,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$107,500</b>                 | <b>\$72,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$180,000</b>       |



**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** B1803  
**Project Name:** Badger Creek (Rugg Rd) Culverts Replacement  
**Project Location:** Rugg Road @ Badger Creek  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** Devin Patterson  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The two existing 42-inch diameter culverts under Rugg Road conveying Badger Creek are undersized and in poor condition. The culverts are 40 feet upstream to the Badger Creek (Springwater Corridor) Culvert that was recently replaced by the Johnson Creek Watershed Council. The existing culverts will be replaced with a larger sized, fish-friendly culvert or modular bridge.

**Project Justification:**

The existing culverts are undersized and in poor condition that require replacing. The Johnson Creek Watershed Action Plan identifies Badger Creek as an area that provides the highest restoration benefit to or affect watershed processes and functions.

**Impact on Operating Budget:**

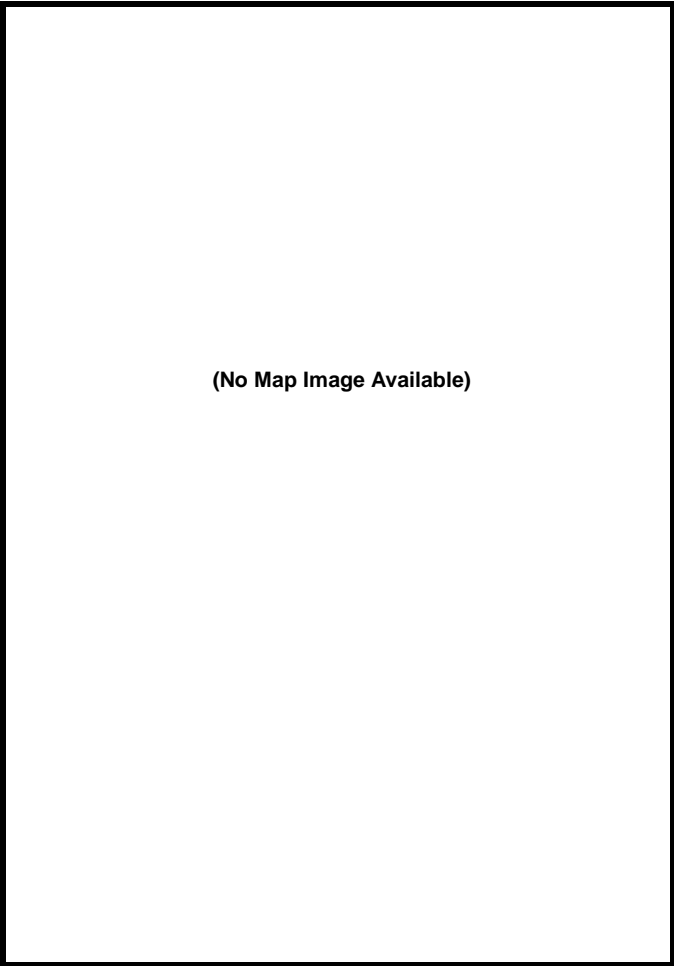
Currently, the project is budgeted to use County Road Funds. However, the project should be competitive for obtaining grant funds from the Oregon Watershed Enhancement Board (OWEB) and it is anticipated the County will assist the Johnson Creek Watershed Council in applying for an OWEB grant.

**Environmental Impacts:**

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

**Changes Since Last Plan:**

This is the first draft.



**Project Schedule:**

|           | Planning | Design | Right of Way | Construction |
|-----------|----------|--------|--------------|--------------|
| StartDate |          | Apr-19 | Oct-20       | Jul-21       |
| EndDate   |          | May-21 | May-21       | Nov-23       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                 |                  |                |                | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|-----------------|------------------|----------------|----------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21         | 2021/22          | 2022/23        | 2023/24+       |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                 |                  |                |                |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                 |                  |                |                |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$75,000                         | \$95,000        | \$370,000        | \$5,000        | \$5,000        | \$550,000              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$75,000</b>                  | <b>\$95,000</b> | <b>\$370,000</b> | <b>\$5,000</b> | <b>\$5,000</b> | <b>\$550,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                 |                  |                |                |                        |
| 2-Road Design                          | \$0                  | \$0                 | \$0                        | \$75,000                         | \$75,000        | \$0              | \$0            | \$0            | \$150,000              |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$0                        | \$0                              | \$20,000        | \$0              | \$0            | \$0            | \$20,000               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$0                              | \$0             | \$370,000        | \$5,000        | \$5,000        | \$380,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$75,000</b>                  | <b>\$95,000</b> | <b>\$370,000</b> | <b>\$5,000</b> | <b>\$5,000</b> | <b>\$550,000</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** B1804  
**Project Name:** Milk Creek (Bonney Rd) Bridge Scour Protection  
**Project Location:** Bonney Road @ Milk Creek  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** Joel Howie  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:**

**Project Description/Scope:**

The existing Bonney Road Bridge over Millk Creek is experiencing significant scour problems. Bank stabilization is needed on the northwest corner and the west footing has scoured. The bridge is adjacent to Highway 211 and coordination with ODOT is required. The County will evaluate options for the bank stabilization and scour repair at the footing.

**Project Justification:**

The bridge and upstream bank is experiencing significant scour problems. The west footing and wing wall of the bridge are experiencing scour and have been undermined. On the upstream end, a large amount of bank sloughing has occurred and needs to be repaired.

**Impact on Operating Budget:**

The project will utilize County Road Funds.

**Environmental Impacts:**

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

**Changes Since Last Plan:**

This is the first draft.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Feb-19 | Oct-20       | Jul-21       |
| EndDate           |          | May-21 | May-21       | Nov-23       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                 |                  |                |                | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|-----------------|------------------|----------------|----------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21         | 2021/22          | 2022/23        | 2023/24+       |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                 |                  |                |                |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                 |                  |                |                |                        |
| Road Fund                              | \$0                  | \$0                 | \$25,000                   | \$75,000                         | \$90,000        | \$260,000        | \$5,000        | \$5,000        | \$460,000              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$25,000</b>            | <b>\$75,000</b>                  | <b>\$90,000</b> | <b>\$260,000</b> | <b>\$5,000</b> | <b>\$5,000</b> | <b>\$460,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                 |                  |                |                |                        |
| 2-Road Design                          | \$0                  | \$0                 | \$25,000                   | \$75,000                         | \$50,000        | \$0              | \$0            | \$0            | \$150,000              |
| 3-Right of Way Purchase                | \$0                  | \$0                 | \$0                        | \$0                              | \$40,000        | \$0              | \$0            | \$0            | \$40,000               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$0                              | \$0             | \$260,000        | \$5,000        | \$5,000        | \$270,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$25,000</b>            | <b>\$75,000</b>                  | <b>\$90,000</b> | <b>\$260,000</b> | <b>\$5,000</b> | <b>\$5,000</b> | <b>\$460,000</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** R1804  
**Project Name:** Fiber Communication on 82nd Drive Project  
**Project Location:** SE 82nd Drive (from Hwy 224 to Jennifer St)  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Bikram Raghubansh  
**Budgeted in Dept:** 7434 - DTD Trans Safety  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

This project expand fiber optic communication to three (3) County owned traffic signals along SE 82nd Drive between Hwy 224 to SE Jennifer St. Connectivity to these traffic signals will be via existing Clackamas County Broadband eXpress (CBX) backbone fiber.

**Project Justification:**

This project is identified in Clackamas County ITS Plan. Fiber connection to existing signals will allow County traffic engineering and signal maintenance staff to remotely monitor, troubleshoot, and retrieve performance measures of the signal system.

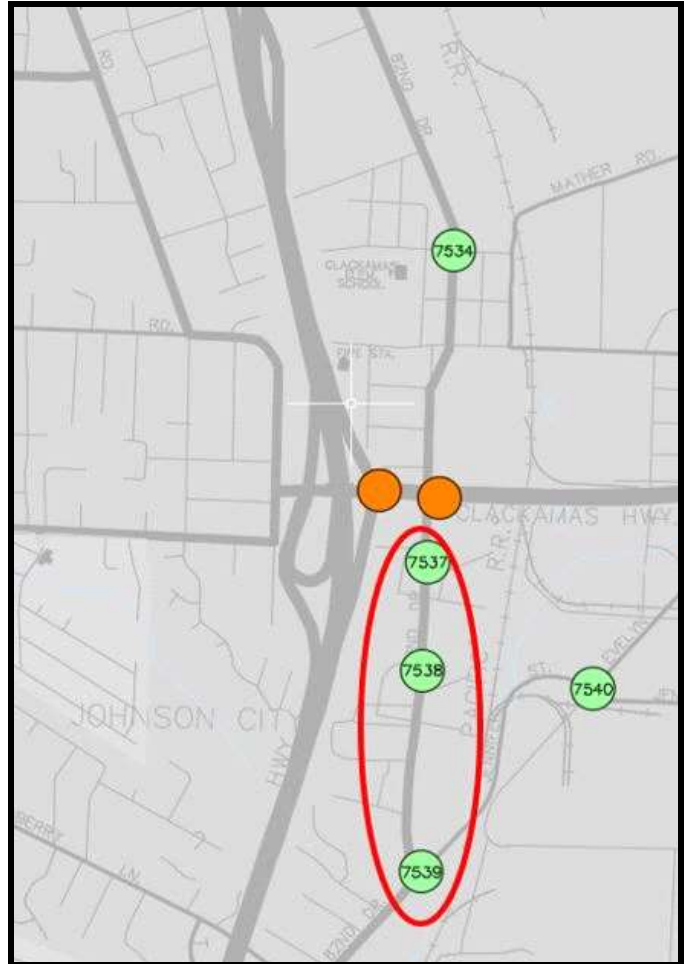
**Impact on Operating Budget:**

County DTD intends to use CBX group to deliver this project using design and build process. Estimate for CBX group to design and procure contract for fiber installation is approximately \$50,000. DTD staff cost during design and construction phase is estimated at \$10,000.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Jul-19 |              | Jan-20       |
| EndDate           |          | Dec-19 |              | Jun-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$60,000                         | \$0        | \$0        | \$0        | \$0        | \$60,000               |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$60,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$60,000</b>        |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2-Road Design                          | \$0                  | \$0                 | \$0                        | \$10,000                         | \$0        | \$0        | \$0        | \$0        | \$10,000               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$50,000                         | \$0        | \$0        | \$0        | \$0        | \$50,000               |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$60,000</b>                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$60,000</b>        |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** R1805  
**Project Name:** Fiber Communication Project on Oatfield Rd  
**Project Location:** Oatfield Rd  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Bikram Raghubansh  
**Budgeted in Dept:** 7434 - DTD Trans Safety  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

This project expand fiber optic communication to three (3) County owned traffic signals along SE Oatfield Rd. Connectivity to these traffic signals (a. Oak Grove, b. Thiessen, c. Jennings) will be via existing Clackamas County Broadband eXpress (CBX) backbone fiber.

**Project Justification:**

This project is identified in Clackamas County ITS Plan. Fiber connection to existing signals will allow County traffic engineering and signal maintenance staff to remotely monitor, troubleshoot, and retrieve performance measures of the signal system.

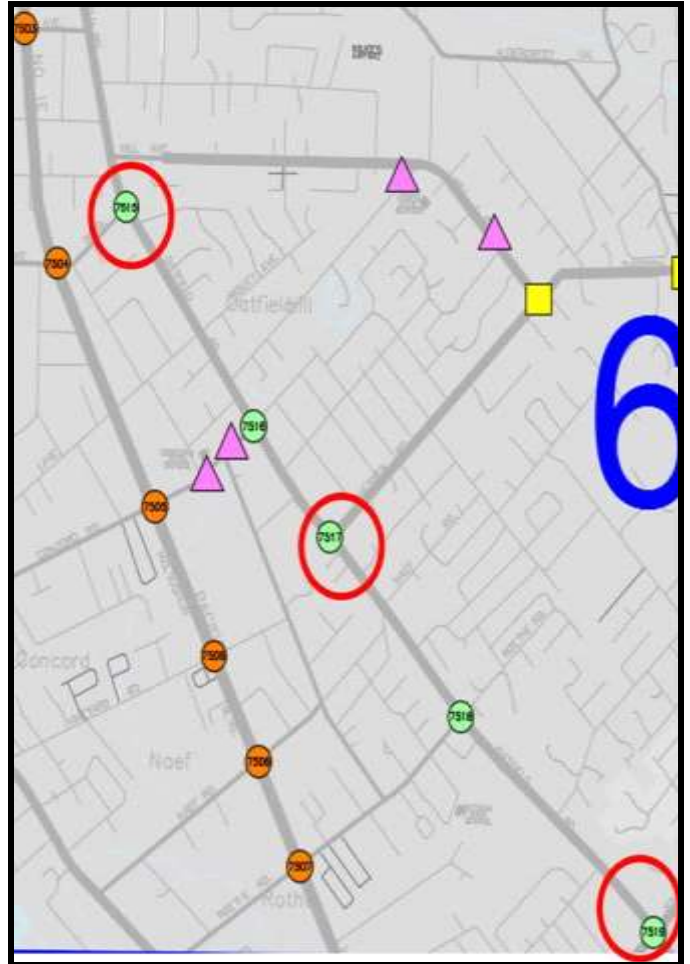
**Impact on Operating Budget:**

County DTD intends to use CBX group to deliver this project using design and build process. Estimate for CBX group to design and procure contract for fiber installation is approximately \$120,000. DTD staff cost during design and construction phase is estimated at \$10,000.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Jul-19 |              | Jan-20       |
| EndDate           |          | Dec-19 |              | Jun-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |                  |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |                  |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$130,000                        | \$0        | \$0        | \$0        | \$0        | \$0                    | \$130,000        |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$130,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$130,000</b> |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |                  |
| 2-Road Design                          | \$0                  | \$0                 | \$0                        | \$10,000                         | \$0        | \$0        | \$0        | \$0        | \$0                    | \$10,000         |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$120,000                        | \$0        | \$0        | \$0        | \$0        | \$0                    | \$120,000        |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$130,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$130,000</b> |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** R1806  
**Project Name:** Clackamas County I-5/I-205 ICM Project  
**Project Location:** I-5 & I-205 (within Clackamas County boundary)  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** Bikram Raghubansh  
**Budgeted in Dept:** 7434 - DTD Trans Safety  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-19

**Project Description/Scope:**

The proposed I-5/I-205 Integrated Corridor Management study corridor spans from City of Wilsonville city limits to Multnomah County line. This mobility corridor centers on I-5/I-205 starting from City of Wilsonville (Wilsonville Rd interchange) to edge of Clackamas County line (Johnson Creek Blvd interchange). The scope of this project will engage multiple stakeholders within the study area and come up with collection of operational strategies and advanced technologies to collaboratively manage transportation corridor as a multimodal system.

**Project Justification:**

ICM can improve corridor travel by integrating existing intelligent transportation system (ITS) devices and systems, including assets operated by different agencies, into a proactive solution designed to manage demand and capacity across all travel modes.

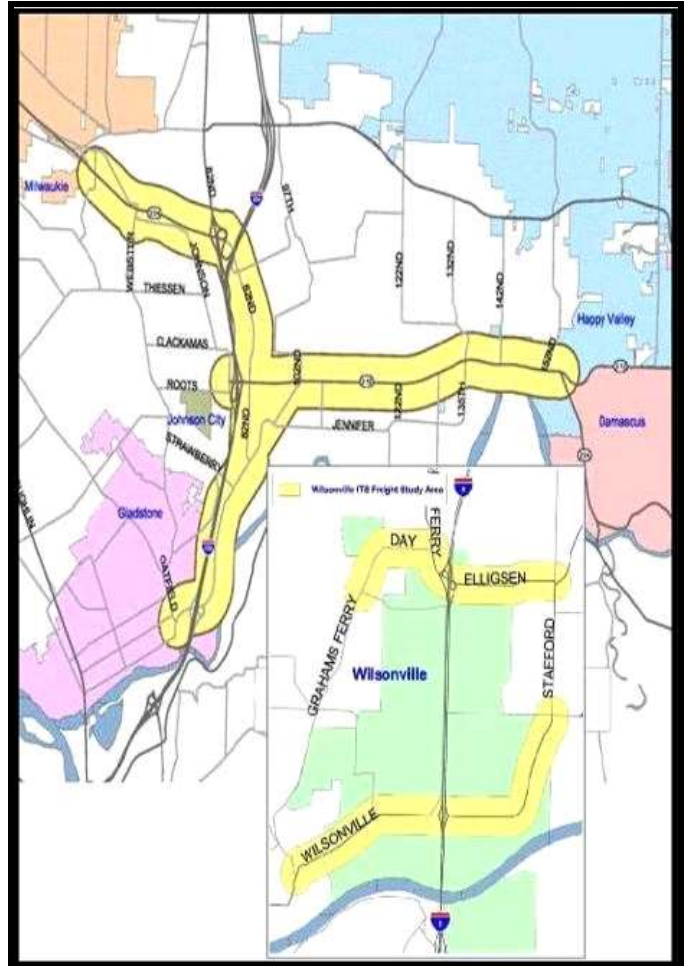
**Impact on Operating Budget:**

This planning phase project requires minimum local match of 10.27%.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         | Oct-19   |        |              |              |
| EndDate           | Dec-21   |        |              |              |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |                  |                  |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------------|------------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21          | 2021/22          | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |                  |                  |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |                  |                  |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$4,108                          | \$20,540         | \$16,432         | \$0        | \$0        | \$41,080               |
| Surface Transportation Program         | \$0                  | \$0                 | \$0                        | \$35,892                         | \$179,460        | \$143,568        | \$0        | \$0        | \$358,920              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$40,000</b>                  | <b>\$200,000</b> | <b>\$160,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$400,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |                  |                  |            |            |                        |
| 1-Road Planning                        | \$0                  | \$0                 | \$0                        | \$40,000                         | \$200,000        | \$160,000        | \$0        | \$0        | \$400,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$40,000</b>                  | <b>\$200,000</b> | <b>\$160,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$400,000</b>       |

**Clackamas County Prospectus  
Fiscal Year 2018/19 to 2023/24**

**Project Number:** S1803  
**Project Name:** Rural Systemic Horizontal Alignment Signs  
**Project Location:** County-wide  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** Christian Snuffin  
**Budgeted in Dept:** 7434 - DTD Trans Safety  
**Current Status:** ACTIVE

**Date of Last Revision:**

**Project Description/Scope:**

Systemic Horizontal Alignment Signs  
 This project will design and install updated horizontal alignment warning signs on approximately 30 miles of rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards.

This project includes development of plans, specs & estimate, and installation of all signs.

**Project Justification:**

The safety countermeasures included in this project are expected to result in measurable reductions in fatal and serious injury crashes on County rural roadways, which is consistent with the goal of the Transportation Safety Action Plan to eliminate serious injury and fatal crashes by 2035.

Updating horizontal warning signs is a proven safety countermeasure that is associated with a 16% reduction in road-departure crashes.

**Impact on Operating Budget:**

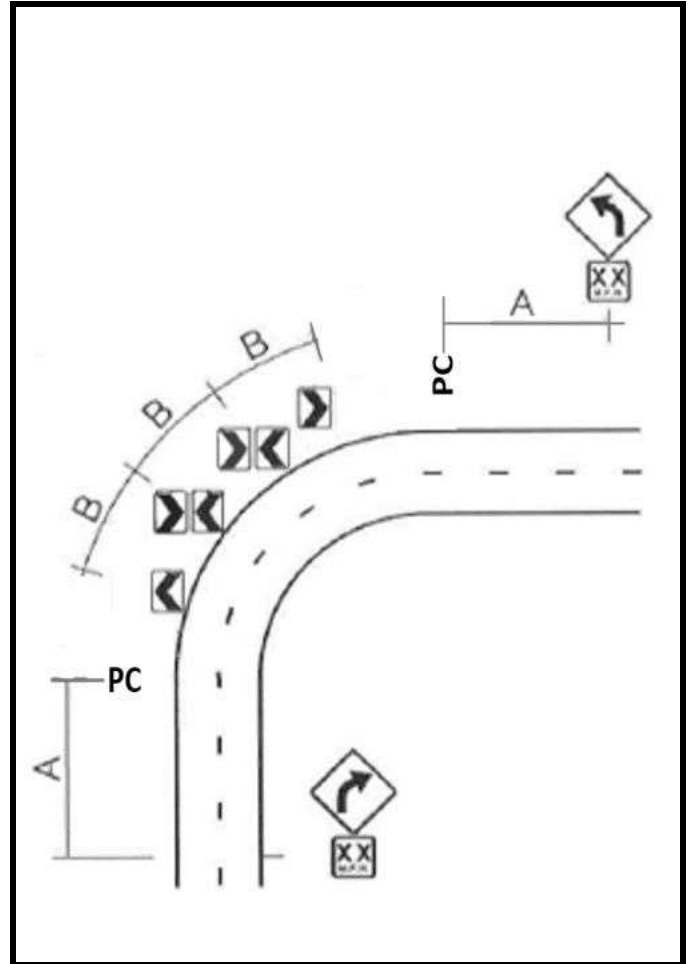
Road Funds will be used on this project.

**Environmental Impacts:**

None identified. This project consists of sign installations which is not expected to have any environmental impacts.

**Changes Since Last Plan:**

None. This is the initial prospectus.



| Project Schedule: | Planning | Design | Right of Way | Construction |
|-------------------|----------|--------|--------------|--------------|
| StartDate         |          | Jul-19 |              | Sep-19       |
| EndDate           |          | Jun-20 |              | Jun-20       |

| Project Budget:                        | Actuals Thru 6/30/18 | FY18-19 YTD Actuals | FY18-19 Recd/Exp Remaining | Estimated Project Revenues/Costs |            |            |            |            | Total Project Estimate |
|--|----------------------|---------------------|----------------------------|----------------------------------|------------|------------|------------|------------|------------------------|
|  |                      |                     |                            | 2019/20                          | 2020/21    | 2021/22    | 2022/23    | 2023/24+   |                        |
| <i>Actuals recorded thru 3.20.2019</i> |                      |                     |                            |                                  |            |            |            |            |                        |
| <b>Revenues:</b>                       |                      |                     |                            |                                  |            |            |            |            |                        |
| Road Fund                              | \$0                  | \$0                 | \$0                        | \$250,000                        | \$0        | \$0        | \$0        | \$0        | \$250,000              |
| <b>Total Project Revenues</b>          | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$250,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$250,000</b>       |
| <b>Expenditures:</b>                   |                      |                     |                            |                                  |            |            |            |            |                        |
| 2-Road Design                          | \$0                  | \$0                 | \$0                        | \$90,000                         | \$0        | \$0        | \$0        | \$0        | \$90,000               |
| 4-Road Construction                    | \$0                  | \$0                 | \$0                        | \$160,000                        | \$0        | \$0        | \$0        | \$0        | \$160,000              |
| <b>Total Project Expenditures</b>      | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>                 | <b>\$250,000</b>                 | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$250,000</b>       |





# PARKS, GOLF & RECREATION

## COUNTY PARKS

### Capital Project Sheet

| PROGRAM SUMMARY              |  |
|------------------------------|--|
| <b>Project Title:</b>        | Barton Park Day Use Crack Sealing          |
| <b>Project Location:</b>     | 19009 SE Barton Park Rd., Boring, OR 97009 |
| <b>Scheduled Completion:</b> | June 2020                                  |

| PURPOSE AND JUSTIFICATION  |
|--|
| Barton Park receives very heavy use throughout the year from anglers, day use and rafting activities. The roadway and parking areas in the day use area of the park need asphalt crack sealing to prevent further degradation and cracking of the asphalt. |

| DESCRIPTION AND LOCATION   |
|--|
| Barton Park day use roadway and parking areas.                                     |
|  |

| IMPACT ON OPERATING BUDGET  |
|---|
| Project will be funded by operating revenue from County Parks (Fund 213). |

| IMPACT ON CUSTOMER  |
|---|
| Crack sealing will provide for a safe access road and prevent additional deterioration to the roadway. Maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |

| PROJECT COSTS      |                 |
|--------------------|-----------------|
| Planning & Design: | -               |
| Land Improvements: | 10,000          |
| Construction:      | -               |
| Other:             | -               |
| <b>TOTAL</b>       | <b>\$10,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total            |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|------------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -                |
| 2017/18      | -            | -              | -           | -           | -           | -                   | -                |
| 2018/19      | -            | -              | -           | -           | -           | -                   | -                |
| 2019/20      | -            | -              | -           | -           | -           | 10,000              | 10,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 10,000</b>    | <b>\$ 10,000</b> |

(2) Operating revenue - County Parks (Fund 213)




# PARKS, GOLF, & RECREATION

## COUNTY PARKS

### Capital Project Sheet

| PROGRAM SUMMARY              |  |
|------------------------------|--|
| <b>Project Title:</b>        | Barton Park Master Planning                    |
| <b>Project Location:</b>     | 19009 SE Barton Park Road,<br>Boring, OR 97009 |
| <b>Scheduled Completion:</b> | June 2020                                      |

| PURPOSE AND JUSTIFICATION  |
|--|
| Demands for camping and day use at Barton Park, and within the County Park system, are reaching capacity maximums. This property is already owned by County Parks. Expansion of camping, day use, and the addition of equestrian facilities at Barton Park will help accommodate the high demand that currently exists, as well as additional demand from the completion of the Springwater Corridor and Cazadero Regional Trail segments. |

| DESCRIPTION AND LOCATION  |  |
|---|--|
| This project will provide master planning services for 27 acres of undeveloped land within Barton Park. |  |
|                       | Clackamas County<br><br>Barton Park Boundary |

| IMPACT ON OPERATING BUDGET     |
|--------------------------------|
| No impact on operating budget. |

| IMPACT ON CUSTOMER  |
|---|
| This project will benefit customers with increased camping and day use recreation opportunities once construction is complete. Residents will have opportunities to provide public input throughout the planning process. |

| PROJECT COSTS      |                  |
|--------------------|------------------|
| Planning & Design: | 122,000          |
| Land Improvements: | -                |
| Construction:      | -                |
| Other:             | -                |
| <b>TOTAL</b>       | <b>\$122,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't      | Debt        | Other (specify) (2) | Total             |
|--------------|--------------|----------------|-------------|------------------|-------------|---------------------|-------------------|
| Previous Yrs | -            | -              | -           | -                | -           | -                   | -                 |
| 2017/18      | -            | -              | -           | -                | -           | -                   | -                 |
| 2018/19      | -            | -              | -           | -                | -           | 70,000              | 70,000            |
| 2019/20      | -            | -              | -           | 90,000           | -           | 32,000              | 122,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ 90,000</b> | <b>\$ -</b> | <b>\$ 102,000</b>   | <b>\$ 192,000</b> |

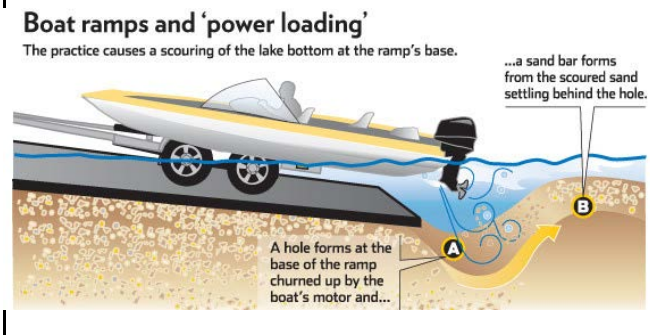
(2) I/F Transfer from Forest & Timber Management (Fund 257)



| PROGRAM SUMMARY              |  |
|------------------------------|--|
| <b>Project Title:</b>        | Barton Park Ramp Repair                    |
| <b>Project Location:</b>     | 19009 SE Barton Park Rd., Boring, OR 97009 |
| <b>Scheduled Completion:</b> | June 2020                                  |

| PURPOSE AND JUSTIFICATION   |
|---|
| Barton Park receives very heavy use of motorized boats throughout the year at the park's boat ramp. Due to river flow and power loading of boats onto trailers, the bottom of the ramp has begun to scour away. Work to repair and maintain the structural integrity of the ramp is required. |

| DESCRIPTION AND LOCATION   |
|--|
| This project will repair ramp scour caused by power loading of boats onto trailers. Please see illustration below. |



| IMPACT ON OPERATING BUDGET  |
|---|
| Project will be funded by operating revenue from County Parks (Fund 213). |

| IMPACT ON CUSTOMER  |
|---|
| Repair of the scour will ensure structural integrity of the boat ramp and will provide a safe launch for boaters. In addition, maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |

| PROJECT COSTS      |                 |
|--------------------|-----------------|
| Planning & Design: | -               |
| Land Improvements: | 40,000          |
| Construction:      | -               |
| Other:             | -               |
| <b>TOTAL</b>       | <b>\$40,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total            |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|------------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -                |
| 2017/18      | -            | -              | -           | -           | -           | -                   | -                |
| 2018/19      | -            | -              | -           | -           | -           | -                   | -                |
| 2019/20      | -            | -              | -           | -           | -           | 40,000              | 40,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 40,000</b>    | <b>\$ 40,000</b> |

(2) Operating revenue - County Parks (Fund 213)



# PARKS, GOLF & RECREATION

## COUNTY PARKS

### Capital Project Sheet

| PROGRAM SUMMARY              |  |
|------------------------------|--|
| <b>Project Title:</b>        | Carver Caretaker House Roof & Dry Rot Repairs  |
| <b>Project Location:</b>     | 14888 S. Springwater Rd, Oregon City, OR 97045 |
| <b>Scheduled Completion:</b> | May 2020                                       |

| DESCRIPTION AND LOCATION   |
|--|
| The project will make repairs to the Carver Boat Ramp caretaker house. |



| PURPOSE AND JUSTIFICATION   |
|---|
| The Carver Boat Ramp caretaker house is in need of roof repairs, as well as some repairs to the back of the house. Plywood sheeting is beginning to sag on the roof, and there are dry rot issues on the house. |

| IMPACT ON OPERATING BUDGET  |
|---|
| Project will be funded by operating revenue from County Parks (Fund 213). |

| IMPACT ON CUSTOMER   |
|--|
| Maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |

| PROJECT COSTS      |                 |
|--------------------|-----------------|
| Planning & Design: | -               |
| Land Improvements: | -               |
| Construction:      | -               |
| Other:             | 20,000          |
| <b>TOTAL</b>       | <b>\$20,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total            |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|------------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -                |
| 2017/18      | -            | -              | -           | -           | -           | -                   | -                |
| 2018/19      | -            | -              | -           | -           | -           | -                   | -                |
| 2019/20      | -            | -              | -           | -           | -           | 20,000              | 20,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 20,000</b>    | <b>\$ 20,000</b> |

(2) Operating revenue - County Parks (Fund 213)



# PARKS, GOLF & RECREATION

## COUNTY PARKS

### Capital Project Sheet

| PROGRAM SUMMARY              |  |
|------------------------------|--|
| <b>Project Title:</b>        | Carver Asphalt Overlay/Curb Repair             |
| <b>Project Location:</b>     | 14888 S. Springwater Rd, Oregon City, OR 97045 |
| <b>Scheduled Completion:</b> | May 2020                                       |

| DESCRIPTION AND LOCATION  |
|---|
| Carver Park and boat ramp is located in the community of Carver on the Clackamas River. This park serves mainly as a boat access to the Clackamas River and also provides for day use activities. |
|   |

| PURPOSE AND JUSTIFICATION  |
|--|
| This project will pave the access road entrance into the park and the parking lot with a 2" asphalt overlay, replace broken curbs throughout the parking area, and add new directional arrows, stall striping, and increase boat trailer designated stalls. Carver is a popular launch location for anglers, and also has many rafters and boaters accessing the ramp during the summer. |

| IMPACT ON OPERATING BUDGET     |
|--------------------------------|
| No impact on operating budget. |

| IMPACT ON CUSTOMER   |
|--|
| This project will increase safety at the facility, will provide better traffic flow, and will add additional boat trailer parking. In addition, maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |

| PROJECT COSTS      |                  |
|--------------------|------------------|
| Planning & Design: | -                |
| Land Improvements: | 192,000          |
| Construction:      | -                |
| Other:             | -                |
| <b>TOTAL</b>       | <b>\$192,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)        | Other Gov't | Debt        | Other (specify) (2) | Total             |
|--------------|--------------|----------------|-------------------|-------------|-------------|---------------------|-------------------|
| Previous Yrs | -            | -              | -                 | -           | -           | -                   | -                 |
| 2017/18      | -            | -              | -                 | -           | -           | -                   | -                 |
| 2018/19      | -            | -              | -                 | -           | -           | -                   | -                 |
| 2019/20      | -            | -              | 132,000           | -           | -           | 60,000              | 192,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ 132,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 60,000</b>    | <b>\$ 192,000</b> |

(1) OR State Marine Board grant

(2) I/F Transfer from Forest & Timber Management (Fund 257)

**PROGRAM SUMMARY**

**Project Title:** Eagle Fern Park Restroom Upgrades  
**Project Location:** 27505 Eagle Fern Rd., Eagle Creek, OR 97022  
**Scheduled Completion:** May 2020

**PURPOSE AND JUSTIFICATION**

In order to meet customer expectations and provide a safe and satisfactory customer experience, both of the restrooms at Eagle Fern Park need upgrades to restroom stall panels and sinks.

**DESCRIPTION AND LOCATION**

The project will upgrade sinks and stall panels at both restrooms at Eagle Fern Park.



**IMPACT ON OPERATING BUDGET**

Project will be funded by operating revenue from County Parks (Fund 213).

**IMPACT ON CUSTOMER**

The project will improve the customer experience by providing a restroom facility that meets customer expectations. In addition, maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life.

**PROJECT COSTS**

|                    |                 |
|--------------------|-----------------|
| Planning & Design: | -               |
| Land Improvements: | -               |
| Construction:      | -               |
| Other:             | 10,000          |
| <b>TOTAL</b>       | <b>\$10,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total            |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|------------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -                |
| 2017/18      | -            | -              | -           | -           | -           | -                   | -                |
| 2018/19      | -            | -              | -           | -           | -           | -                   | -                |
| 2019/20      | -            | -              | -           | -           | -           | 10,000              | 10,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 10,000</b>    | <b>\$ 10,000</b> |

(2) Operating revenue - County Parks (Fund 213)



# PARKS, GOLF & RECREATION

## COUNTY PARKS

### Capital Project Sheet

| PROGRAM SUMMARY              |   |
|------------------------------|---|
| <b>Project Title:</b>        | Feyrer Campground Restroom Concrete Resurfacing |
| <b>Project Location:</b>     | 16185 S. Feyrer Park Rd, Molalla, OR 97038      |
| <b>Scheduled Completion:</b> | May 2020  |

| PURPOSE AND JUSTIFICATION  |
|--|
| The Feyrer Park campground restroom floor needs to be resurfaced to protect the concrete and prolong the useful life of the floor. |

| DESCRIPTION AND LOCATION   |
|--|
| The project will resurface the floor of the Feyrer Park campground restroom. |



| IMPACT ON OPERATING BUDGET  |
|---|
| Project will be funded by operating revenue from County Parks (Fund 213). |

| IMPACT ON CUSTOMER  |
|---|
| The project will improve the customer experience by providing a restroom facility that meets customer expectations. In addition, maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |

| PROJECT COSTS      |                 |
|--------------------|-----------------|
| Planning & Design: | -               |
| Land Improvements: | -               |
| Construction:      | -               |
| Other:             | 15,000          |
| <b>TOTAL</b>       | <b>\$15,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total            |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|------------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -                |
| 2017/18      | -            | -              | -           | -           | -           | -                   | -                |
| 2018/19      | -            | -              | -           | -           | -           | -                   | -                |
| 2019/20      | -            | -              | -           | -           | -           | 15,000              | 15,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 15,000</b>    | <b>\$ 15,000</b> |

(2) Operating revenue - County Parks (Fund 213)






# PARKS, GOLF & RECREATION

## COUNTY PARKS

### Capital Project Sheet

| PROGRAM SUMMARY              |  |
|------------------------------|--|
| <b>Project Title:</b>        | Feyrer Park Access Road through Field      |
| <b>Project Location:</b>     | 16185 S. Feyrer Park Rd, Molalla, OR 97038 |
| <b>Scheduled Completion:</b> | May 2020                                   |

| PURPOSE AND JUSTIFICATION   |
|---|
| There is no defined road in this area at this time. Plans are to scrape ground surface and lay gravel in order to define the area where customers should drive, and to provide better direction to the overflow parking location. |

| DESCRIPTION AND LOCATION   |
|--|
| A new access road will be constructed through an area of the park that is currently used for overflow parking during the peak summer season. |
|    |

| IMPACT ON OPERATING BUDGET  |
|---|
| Project will be funded by operating revenue from County Parks (Fund 213). |

| IMPACT ON CUSTOMER  |
|---|
| Customer experience and safety will be improved through better definition of driving paths and better guidance to overflow parking. |

| PROJECT COSTS      |                |
|--------------------|----------------|
| Planning & Design: | -              |
| Land Improvements: | -              |
| Construction:      | 5,000          |
| Other:             | -              |
| <b>TOTAL</b>       | <b>\$5,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total           |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|-----------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -               |
| 2017/18      | -            | -              | -           | -           | -           | -                   | -               |
| 2018/19      | -            | -              | -           | -           | -           | -                   | -               |
| 2019/20      | -            | -              | -           | -           | -           | 5,000               | 5,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 5,000</b>     | <b>\$ 5,000</b> |

(2) Operating revenue - County Parks (Fund 213)



# PARKS, GOLF & RECREATION

## COUNTY PARKS

### Capital Project Sheet

| PROGRAM SUMMARY  |
|--|
| <b>Project Title:</b> Boones Ferry Marina Facility Improvements<br><b>Project Location:</b> 26177 Boones Ferry Landing, Aurora, OR 97002<br><b>Scheduled Completion:</b> June 2020 |

| PURPOSE AND JUSTIFICATION   |
|---|
| The Boones Ferry Marina facility has a number of commercial business buildings, a caretaker residence, and boat mooring slips. County Parks recently obtained a current appraisal and property repair evaluation that has identified a variety of necessary building and facility improvements. |

| DESCRIPTION AND LOCATION   |
|--|
|   |

| IMPACT ON OPERATING BUDGET     |
|--------------------------------|
| No impact on operating budget. |

| IMPACT ON CUSTOMER   |
|--|
| Maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |

| PROJECT COSTS      |                 |
|--------------------|-----------------|
| Planning & Design: | -               |
| Land Improvements: | -               |
| Construction:      | 75,000          |
| Other:             | -               |
| <b>TOTAL</b>       | <b>\$75,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total            |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|------------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -                |
| 2017/18      | -            | -              | -           | -           | -           | -                   | -                |
| 2018/19      | -            | -              | -           | -           | -           | -                   | -                |
| 2019/20      | -            | -              | -           | -           | -           | 75,000              | 75,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 75,000</b>    | <b>\$ 75,000</b> |

(2) I/F Transfer from Forest & Timber Management (Fund 257)



# PARKS, GOLF & RECREATION

## COUNTY PARKS

### Capital Project Sheet

| PROGRAM SUMMARY              |   |
|------------------------------|---|
| <b>Project Title:</b>        | Hebb Park Pathway Crack Seal              |
| <b>Project Location:</b>     | 500 SW Hebb Park Rd., West Linn, OR 97068 |
| <b>Scheduled Completion:</b> | May 2020                                  |

| DESCRIPTION AND LOCATION   |
|--|
| Hebb Park and boat ramp is located on the Willamette River. This park serves mainly as a boat access to the Willamette River, but also provides day-use picnicking, hiking, and bird watching to park patrons. |



| PURPOSE AND JUSTIFICATION  |
|--|
| Hebb Park is a popular boating and recreation park located on the Willamette River. In the peak summer season the park experiences high usage from boaters and day users. The current asphalt pathway loop within the park is in need of repaving; to reduce expenditures in the FY 19/20 budgets, staff scaled back this project from a full 2" asphalt overlay to patching and sealing cracks. |

| IMPACT ON OPERATING BUDGET     |
|--------------------------------|
| No impact on operating budget. |

| IMPACT ON CUSTOMER  |
|---|
| This improvement will ensure safety on the trail and slow down further degradation of the pathway. Maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |

| PROJECT COSTS      |                |
|--------------------|----------------|
| Planning & Design: | -              |
| Land Improvements: | 5,000          |
| Construction:      | -              |
| Other:             | -              |
| <b>TOTAL</b>       | <b>\$5,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total           |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|-----------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -               |
| 2017/18      | -            | -              | -           | -           | -           | -                   | -               |
| 2018/19      | -            | -              | -           | -           | -           | -                   | -               |
| 2019/20      | -            | -              | -           | -           | -           | 5,000               | 5,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 5,000</b>     | <b>\$ 5,000</b> |

(2) I/F Transfer from Forest & Timber Management (Fund 257)





# PARKS, GOLF & RECREATION

## COUNTY PARKS

### Capital Project Sheet

| PROGRAM SUMMARY              |  |
|------------------------------|--|
| <b>Project Title:</b>        | Metzler Campground Restroom Replacement      |
| <b>Project Location:</b>     | 24526 S. Metzler Park Rd. Estacada, OR 97023 |
| <b>Scheduled Completion:</b> | May 2020                                     |

| PURPOSE AND JUSTIFICATION  |
|--|
| The Metzler Park campground restroom is in need of replacement. The current building is a modular unit and is no longer adequately serving the customer demands during the peak summer outdoor recreation season. A new restroom will add additional stalls, provide water-efficient toilets, and improve the customer experience. |

| DESCRIPTION AND LOCATION   |
|--|
|  |

| IMPACT ON OPERATING BUDGET     |
|--------------------------------|
| No impact on operating budget. |

| IMPACT ON CUSTOMER   |
|--|
| This project will have a positive impact on County Parks' customers by providing upgraded restroom facilities that are clean, safe, and meet customers' needs. |

| PROJECT COSTS      |                  |
|--------------------|------------------|
| Planning & Design: | -                |
| Land Improvements: | -                |
| Construction:      | 320,000          |
| Other:             | -                |
| <b>TOTAL</b>       | <b>\$320,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1) | Other Gov't | Debt | Other (specify) (2) | Total      |
|--------------|--------------|----------------|------------|-------------|------|---------------------|------------|
| Previous Yrs | -            | -              | -          | -           | -    | -                   | -          |
| 2017/18      | -            | -              | -          | -           | -    | -                   | -          |
| 2018/19      | -            | -              | -          | -           | -    | -                   | -          |
| 2019/20      | -            | -              | 160,000    | -           | -    | 160,000             | 320,000    |
| <b>Total</b> | \$ -         | \$ -           | \$ 160,000 | \$ -        | \$ - | \$ 160,000          | \$ 320,000 |

(1) OR Parks & Recreation Dept. Local Government Grant  
 (2) I/F Transfer from Forest & Timber Management Fund 257 - \$40,000  
 (2) State RV Licensing Fees - \$120,000



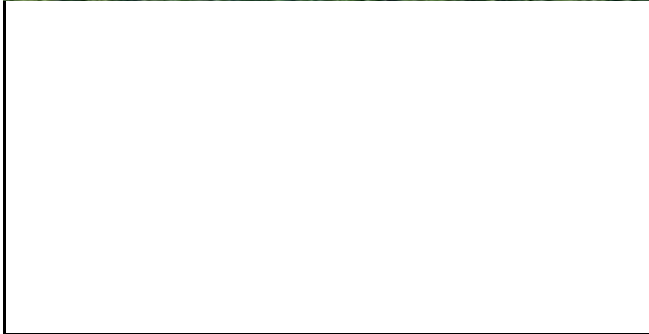
**ASSETS**

**FOREST & TIMBER MANAGEMENT**

**Capital Project Sheet**

| PROGRAM SUMMARY                                 |
|---|
| <b>Project Title:</b> Timberland Acquisition    |
| <b>Project Location:</b> Rural Clackamas County |
| <b>Scheduled Completion:</b> June 2020          |

| DESCRIPTION AND LOCATION                                       |
|--|
| Additional forest lands in Clackamas County will be purchased. |



| PURPOSE AND JUSTIFICATION   |
|---|
| The Forest & Timber Management Program currently owns and manages 3,200 acres of forestlands in the County. The lands are managed for timber production with the net revenue going to support the Forest & Timber Management Program's operations and maintenance, as well as capital improvements in the County Parks Program. Staff are actively seeking forest lands to replace lands sold in the Mt. Hood corridor in FY 17-18. |

| IMPACT ON OPERATING BUDGET   |
|--|
| No impact on FY 19/20 operating budget. In future years, however, this additional acreage will increase operational costs related to managing forestlands, as well as increasing potential revenue from timber harvests. |

| IMPACT ON CUSTOMER   |
|--|
| The purchase will increase the acres of sustainable forest lands managed by the Forest & Timber Management Program, and generate additional revenue to support the Forest & Timber Management Program's operations and maintenance, as well as capital improvements in the County Parks Program. |

| PROJECT COSTS             |                  |
|---------------------------|------------------|
| Planning & Design:        | -                |
| Property Acquisition:     | 747,712          |
| Construction (Estimated): | -                |
| Other:                    | -                |
| <b>TOTAL</b>              | <b>\$747,712</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total             |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|-------------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -                 |
| 2017-18      | -            | -              | -           | -           | -           | -                   | -                 |
| 2018-19      | -            | -              | -           | -           | -           | -                   | -                 |
| 2019-20      | -            | -              | -           | -           | -           | 747,712             | 747,712           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 747,712</b>   | <b>\$ 747,712</b> |

(2) Forest & Timber Management (Fund 257) - revenue from prior land sale received in FY 17-18



FOREST & TIMBER MANAGEMENT

Capital Project Sheet

| PROGRAM SUMMARY  |
|--|
| <p><b>Project Title:</b> Barton Park Garage/Storage Unit</p> <p><b>Project Location:</b> 19009 SE Barton Park Rd., Boring, OR 97009</p> <p><b>Scheduled Completion:</b> March 2020</p> |

| PURPOSE AND JUSTIFICATION   |
|---|
| <p>The Forest &amp; Timber Management Program needs a dry, heated, enclosed vehicle bay and garage/storage unit for one forestry vehicle and equipment and small tools used in daily operations and maintenance activities. The project will involve adding an additional bay to an existing building, pouring a cement floor, and running electricity to the unit.</p> |

| DESCRIPTION AND LOCATION   |
|--|
| <p>An additional garage/storage unit will be added on to the existing building at Barton Park.</p> |
|  |

| IMPACT ON OPERATING BUDGET            |
|---------------------------------------|
| <p>No impact on operating budget.</p> |

| IMPACT ON CUSTOMER  |
|---|
| <p>The additional unit will improve the operational efficiency of the Forest &amp; Timber Management Program.</p> |

| PROJECT COSTS      |                 |
|--------------------|-----------------|
| Planning & Design: | -               |
| Land Improvements: | -               |
| Construction:      | -               |
| Other:             | 29,000          |
| <b>TOTAL</b>       | <b>\$29,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total            |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|------------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -                |
| 2017-18      | -            | -              | -           | -           | -           | -                   | -                |
| 2018-19      | -            | -              | -           | -           | -           | -                   | -                |
| 2019-20      | -            | -              | -           | -           | -           | 29,000              | 29,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 29,000</b>    | <b>\$ 29,000</b> |

(2) Forest & Timber Management (Fund 257)

| PROGRAM SUMMARY              |   |
|------------------------------|---|
| <b>Project Title:</b>        | Wash Station Reconfiguration  |
| <b>Project Location:</b>     | Stone Creek Golf Club<br>14603 South Stoneridge Dr. Oregon City, OR 97045 |
| <b>Scheduled Completion:</b> | May 2020  |

| PURPOSE AND JUSTIFICATION   |
|---|
| The current wash station and drain are located in an area with frequent customer traffic. The current location poses a potential safety hazard. |

| DESCRIPTION AND LOCATION  |
|---|
| This project will relocate the wash station to a new location at the rear of the barn building. |



| IMPACT ON OPERATING BUDGET                                    |
|---|
| Project will be funded from Stone Creek Golf Club (Fund 601). |

| IMPACT ON CUSTOMER   |
|--|
| Relocation of the wash station will improve customer safety and increase operational efficiency. In addition, maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |

| PROJECT COSTS             |                 |
|---------------------------|-----------------|
| Planning & Design:        | -               |
| Land:                     | -               |
| Construction (Estimated): | 20,000          |
| Other:                    | -               |
| <b>TOTAL</b>              | <b>\$20,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total            |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|------------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -                |
| 2017-18      | -            | -              | -           | -           | -           | -                   | -                |
| 2018-19      | -            | -              | -           | -           | -           | -                   | -                |
| 2019-20      | -            | -              | -           | -           | -           | 20,000              | 20,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 20,000</b>    | <b>\$ 20,000</b> |

(2) Stone Creek Golf Club (Fund 601)



**PARKS, GOLF & RECREATION**

**STONE CREEK GOLF**

**Capital Project Sheet**

| <b>PROGRAM SUMMARY</b>  |
|---|
| <b>Project Title:</b> Pro Shop / Deli Roof Replacement<br><b>Project Location:</b> Stone Creek Golf Club<br>14603 South Stoneridge Dr. Oregon City, OR 97045<br><b>Scheduled Completion:</b> September 2019 |

| <b>DESCRIPTION AND LOCATION</b>  |
|--|
| This project will replace the roof on the Pro Shop / Deli.                         |
|  |

| <b>PURPOSE AND JUSTIFICATION</b>  |
|---|
| The existing roof on the Pro Shop and Deli buildings are now 15 years old. In addition to normal aging, the roof has also sustained damage in recent years during periods of high winds. Temporary repairs are no longer adequate, and a permanent replacement is needed. |

| <b>IMPACT ON OPERATING BUDGET</b>                             |
|---|
| Project will be funded from Stone Creek Golf Club (Fund 601). |

| <b>IMPACT ON CUSTOMER</b>  |
|--|
| Maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life. |

| <b>PROJECT COSTS</b>      |                 |
|---------------------------|-----------------|
| Planning & Design:        | -               |
| Materials                 | -               |
| Construction (Estimated): | -               |
| Material & Installation   | 10,000          |
| <b>TOTAL</b>              | <b>\$10,000</b> |

| <b>Fiscal Year</b> | <b>General Fund</b> | <b>Shared Revenue</b> | <b>Grants (1)</b> | <b>Other Gov't</b> | <b>Debt</b> | <b>Other (specify) (2)</b> | <b>Total</b>     |
|--------------------|---------------------|-----------------------|-------------------|--------------------|-------------|----------------------------|------------------|
| Previous Yrs       | -                   | -                     | -                 | -                  | -           | -                          | -                |
| 2017/18            | -                   | -                     | -                 | -                  | -           | -                          | -                |
| 2018/19            | -                   | -                     | -                 | -                  | -           | -                          | -                |
| 2019/20            | -                   | -                     | -                 | -                  | -           | 10,000                     | 10,000           |
| <b>Total</b>       | <b>\$ -</b>         | <b>\$ -</b>           | <b>\$ -</b>       | <b>\$ -</b>        | <b>\$ -</b> | <b>\$ 10,000</b>           | <b>\$ 10,000</b> |

(2) Stone Creek Golf Club (Fund 601)






# PARKS, GOLF & RECREATION

## STONE CREEK GOLF

### Capital Project Sheet

| PROGRAM SUMMARY              |   |
|------------------------------|---|
| <b>Project Title:</b>        | Lake Edge Renovation  |
| <b>Project Location:</b>     | Stone Creek Golf Club<br>14603 South Stoneridge Dr. Oregon City, OR 97045 |
| <b>Scheduled Completion:</b> | June 2020   |

| DESCRIPTION AND LOCATION  |  |
|---|--|
| <p>This project will renovate and rejuvenate the lake edges of the main irrigation pond and part of the west irrigation pond.</p> |  |
|   |  |

| PURPOSE AND JUSTIFICATION   |  |
|---|--|
| <p>Due to animal activity and erosion, the lake banks have recessed and have created a serious hazard to the overall quality of the ponds. This project will replace the culvert and renovate the ponds by lining them and armoring the banks with rock. These repairs and renovations will prevent future erosion and help ensure the long-term strength and condition of the ponds. In addition, this project will have positive operational and environmental impacts by decreasing additional water usage and electricity costs due to current leaking of irrigation water.</p> |  |

| IMPACT ON OPERATING BUDGET   |  |
|--|--|
| <p>Project will be funded from Stone Creek Golf Club (Fund 601).</p> |  |

| IMPACT ON CUSTOMER   |  |
|--|--|
| <p>Customer experience and safety will be improved, as bank erosion is already creating issues for players. Maintaining capital assets reduces future maintenance costs and maximizes the asset's useful life.</p> |  |

| PROJECT COSTS             |                  |
|---------------------------|------------------|
| Planning & Design:        | -                |
| Land:                     | -                |
| Construction (Estimated): | 258,000          |
| Other:                    | -                |
| <b>TOTAL</b>              | <b>\$258,000</b> |

| Fiscal Year  | General Fund | Shared Revenue | Grants (1)  | Other Gov't | Debt        | Other (specify) (2) | Total             |
|--------------|--------------|----------------|-------------|-------------|-------------|---------------------|-------------------|
| Previous Yrs | -            | -              | -           | -           | -           | -                   | -                 |
| 2017-18      | -            | -              | -           | -           | -           | -                   | -                 |
| 2018-19      | -            | -              | -           | -           | -           | -                   | -                 |
| 2019-20      | -            | -              | -           | -           | -           | 258,000             | 258,000           |
| <b>Total</b> | <b>\$ -</b>  | <b>\$ -</b>    | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 258,000</b>   | <b>\$ 258,000</b> |

(2) Stone Creek Golf Club (Fund 601)



CHRISTA BOSSERMAN WOLFE, CPA  
DIRECTOR

**DEPARTMENT OF FINANCE**

PUBLIC SERVICES BUILDING  
2051 KAEN ROAD | OREGON CITY, OR 97045

June 27, 2019

Board of County Commissioners  
Clackamas County

Members of the Board:

Resolution Adopting the Clackamas County 2019-2020  
Fiscal Year Budget, making Appropriations and Imposing and  
Categorizing Taxes for the Period of July 1, 2019 through June 30, 2020

|                                 |  |
|---------------------------------|--|
| Purpose/Outcome                 | Budget adoption for Clackamas County FY 2019-2020  |
| Dollar Amount and Fiscal Impact | The effect is to adopt a budget of \$862,850,923.  |
| Funding Source                  | Includes Fund Balance, Fees, Licenses, Permits, Fines, Assessments and Other Service Charges, Federal, State Other Grants, Revenue from Bonds and Other Debt, Interfund Transfers, Internal Service Reimbursements, Other Resources and Taxes. |
| Duration                        | July 1, 2019-June 30, 2020   |
| Previous Board Action/Review    | Budget Committee approval June 4, 2019.  |
| Strategic Plan Alignment        | Build public trust through good government   |
| Contact Person                  | Jennifer Chambers, 503-742-5405  |

**BACKGROUND:**

Attached are the Resolution and exhibits to adopt the budget as published and approved by the Budget Committee in accordance with state budget law, and impose taxes.

This Resolution establishes a budget for Clackamas County July 1, 2019 through June 30, 2020 inclusive of \$862,850,923.

**RECOMMENDATION:**

Staff respectfully recommends that the Board adopt the attached Resolution and exhibit.

Sincerely,

Jennifer Chambers  
Budget Manager

**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of Adopting a Budget  
Making Appropriations and Imposing  
and Categorizing Taxes from the  
Period of July 1, 2019 to June 30,  
2020 for Clackamas County

Resolution No. 2019-62  
Page 1 of 2

BE IT RESOLVED that the Board of Commissioners of Clackamas County hereby adopts the budget approved by the Clackamas County Budget Committee in compliance with Oregon Local Budget Law in the total amount of \$862,850,923 and establishes appropriations as detailed in the attached Exhibit A, which is, by this reference, incorporated herein. This budget is now on file at 2051 Kaen Road, in Oregon City, Oregon.

BE IT RESOLVED that the Budget Committee has accepted the recommendations of the Compensation Board for Elected Officials with regard to individual salary adjustments of 3.5% for Board of County Commissioners effective July 1, 2019, an individual salary adjustment of 8.1% for the Treasurer effective July 1, 2019, an individual salary adjustment of 9.0% for the Assessor effective July 1, 2019, an individual salary adjustment of 2.7% for the Clerk effective July 1, 2019 and an individual salary adjustment of 3.0% for the District Attorney effective July 1, 2019.

BE IT RESOLVED that the Board of Commissioners has accepted the methodology of using the CPI-W, West Urban rate (annual average) from the previous year for calculating cost of living adjustments for non-represented county employees. This rate is 3.5% effective July 1, 2019.

BE IT RESOLVED that in conformance with Governmental Accounting Standards Board Statement Number 54, the County acknowledges that amounts transferred from the General Fund in operational support to the Sheriff's Operations Fund (216), The District Attorney Fund (220), The Juvenile Fund (260) and the Community Corrections Fund (219) for Fiscal Year 2019-20 are 'committed funds' as defined in GASB Statement 54.

BE IT RESOLVED that the following ad valorem property taxes are hereby imposed for tax year 2019-2020 upon the assessed value of all taxable property within the district:

(1) At the rate of \$2.4042 per \$1,000 of assessed value for permanent rate tax in cities which provide their own police patrol service; and

(2) At the rate of \$2.9766 per \$1,000 of assessed value for permanent rate tax in remaining cities and unincorporated areas; and

(3) At the rate of \$0.2480 per \$1,000 of assessed value for local option tax; and

(4) In the amount of \$4,979,000 for debt service for general obligation bonds.



**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of Adopting a Budget  
Making Appropriations and imposing  
and Categorizing Taxes from the  
Period of July 1, 2019 to June 30,  
2020, for Clackamas County



Resolution No. 2019-62  
Page 2 of 2

BE IT RESOLVED that the taxes imposed are hereby categorized for purposes of Article XI section 11b as:

| <b>General Government Limitation</b> |                  |
|--------------------------------------|------------------|
| Permanent Rate Tax                   | \$2.4042/\$1,000 |
| Permanent Rate Tax                   | \$2.9766/\$1,000 |
| Local Option Tax                     | \$0.2480/\$1,000 |

**Excluded from Limitation**


General Obligation Bond Debt Service \$4,979,000

BE RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS THAT:

The above statements were approved and declared adopted on this 27th day of June, 2019.

**DATED** this 27<sup>th</sup> day of June, 2019

**BOARD OF COUNTY COMMISSIONERS**

  
\_\_\_\_\_  
Chair


  
\_\_\_\_\_  
Recording Secretary

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2019-20**

| <u>GENERAL FUND</u>                              | <u>APPROPRIATION</u> |
|--|----------------------|
| Board of County Commissioners                    | 1,950,052            |
| County Administration                            | 2,567,324            |
| County Counsel                                   | 2,941,273            |
| Human Resources                                  | 5,039,793            |
| Assessor   | 8,952,543            |
| Clerk  | 3,100,581            |
| Transportation & Development                     | 1,244,775            |
| Finance  | 7,290,234            |
| Treasurer  | 1,109,763            |
| Public & Government Affairs                      | 5,415,113            |
| Not Allocated to Organizational Unit:            |                      |
| Personnel Services                               | 21,895,274           |
| Materials & Services                             | 10,276,032           |
| Debt Service                                     | 244,303              |
| Special Payments                                 | 15,305,220           |
| Interfund Transfer                               | 118,162,863          |
| Contingency                                      | 20,266,407           |
| FUND TOTAL                                       | \$ 225,761,550       |
| <br><u>COUNTY FAIR FUND</u>                      |                      |
| Culture, Education and Recreation                | 2,090,657            |
| Not Allocated to Organizational Unit:            |                      |
| Special Payments                                 | 1,000                |
| Contingency                                      | 158,843              |
| FUND TOTAL                                       | \$ 2,250,500         |
| <br><u>BUILDING CODES FUND</u>                   |                      |
| General Government                               | 9,366,093            |
| Not Allocated to Organizational Unit:            |                      |
| Contingency                                      | 1,451,189            |
| FUND TOTAL                                       | \$ 10,817,282        |
| <br><u>CLACKAMAS COUNTY RESOLUTION SVCS FUND</u> |                      |
| General Government                               | 1,698,279            |
| FUND TOTAL                                       | \$ 1,698,279         |

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2019-20**

BUSINESS & ECONOMIC DEVELOPMENT FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Economic Development                  | 4,357,086           |
| Not Allocated to Organizational Unit: |                     |
| Interfund Transfer                    | 63,000              |
| Special Payments                      | 932,344             |
| Contingency                           | 775,511             |
| FUND TOTAL                            | <u>\$ 6,127,941</u> |

DISASTER MANAGEMENT FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Public Safety and Protection          | 3,904,184           |
| Not Allocated to Organizational Unit: |                     |
| Special Payments                      | 182,000             |
| Contingency                           | 575,191             |
| FUND TOTAL                            | <u>\$ 4,661,375</u> |

LAW LIBRARY FUND

|                                       |                   |
|---------------------------------------|-------------------|
| Public Safety and Protection          | 475,367           |
| Not Allocated to Organizational Unit: |                   |
| Contingency                           | 19,373            |
| FUND TOTAL                            | <u>\$ 494,740</u> |

LIBRARY SERVICES FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Culture, Education and Recreation     | 5,975,912           |
| Not Allocated to Organizational Unit: |                     |
| Special Payments                      | 2,100,000           |
| Contingency                           | 265,085             |
| FUND TOTAL                            | <u>\$ 8,340,997</u> |

PARKS FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Culture, Education and Recreation     | 3,015,287           |
| Not Allocated to Organizational Unit: |                     |
| Special Payments                      | 50,000              |
| Contingency                           | 185,970             |
| FUND TOTAL                            | <u>\$ 3,251,257</u> |

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2019-20**

PLANNING FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Economic Development                  | 4,684,273           |
| Not Allocated to Organizational Unit: |                     |
| Contingency                           | 536,704             |
| FUND TOTAL                            | <u>\$ 5,220,977</u> |

ROAD FUND

|                                       |                      |
|---------------------------------------|----------------------|
| Public Ways and Facilities            | 66,812,018           |
| Not Allocated to Organizational Unit: |                      |
| Special Payments                      | 2,496,182            |
| Contingency                           | 6,510,782            |
| FUND TOTAL                            | <u>\$ 75,818,982</u> |

SHERIFF FUND

|                                       |                      |
|---------------------------------------|----------------------|
| Public Safety and Protection          | 99,299,321           |
| Not Allocated to Organizational Unit: |                      |
| Interfold Transfer                    | 452,889              |
| Special Payments                      | 45,000               |
| FUND TOTAL                            | <u>\$ 99,797,210</u> |

CODE ENFORCEMENT, RESOURCE CONSERVATION & SOLID WASTE & SEPTIC  
ONSITE WASTEWATER PROGRAM

|                                       |                     |
|---------------------------------------|---------------------|
| General Government                    | 5,162,431           |
| Not Allocated to Organizational Unit: |                     |
| Interfold Transfer                    | 75,000              |
| Contingency                           | 665,787             |
| FUND TOTAL                            | <u>\$ 5,903,218</u> |

PROPERTY RESOURCES FUND

|                                       |                     |
|---------------------------------------|---------------------|
| General Government                    | 1,129,202           |
| Not Allocated to Organizational Unit: |                     |
| Special Payments                      | 140,000             |
| Interfold Transfer                    | 100,000             |
| Contingency                           | 160,902             |
| FUND TOTAL                            | <u>\$ 1,530,104</u> |

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2019-20**

COMMUNITY CORRECTIONS FUND

|   |                      |
|---|----------------------|
| Public Safety and Protection                              | 18,058,632           |
| Not Allocated to Organizational Unit:<br>Special Payments | 106,277              |
| FUND TOTAL  | <u>\$ 18,164,909</u> |

DISTRICT ATTORNEY FUND

|   |                      |
|---|----------------------|
| Public Safety and Protection                              | 14,499,039           |
| Not Allocated to Organizational Unit:<br>Special Payments | 440,000              |
| FUND TOTAL  | <u>\$ 14,939,039</u> |

JUSTICE COURT FUND

|   |                     |
|---|---------------------|
| Public Safety and Protection                              | 2,039,924           |
| Not Allocated to Organizational Unit:<br>Special Payments | 1,800,000           |
| Interfold Transfer  | 700,000             |
| Contingency   | 725,645             |
| FUND TOTAL  | <u>\$ 5,265,569</u> |

TRANSPORTATION SYSTEM DEVELOPMENT CHARGE FUND

|   |                     |
|---|---------------------|
| Public Ways and Facilities                                | 107,844             |
| Not Allocated to Organizational Unit:<br>Special Payments | 1,546,000           |
| Interfold Transfer  | 55,000              |
| Contingency   | 2,339,019           |
| FUND TOTAL  | <u>\$ 4,047,863</u> |

PUBLIC LAND CORNER PRESERVATION FUND

|  |                   |
|--|-------------------|
| Public Ways and Facilities                           | 737,048           |
| Not Allocated to Organizational Unit:<br>Contingency | 166,722           |
| FUND TOTAL   | <u>\$ 903,770</u> |

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2019-20**

HEALTH, HOUSING & HUMAN SERVICES ADMINISTRATION FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Health and Human Services             | 3,123,069           |
| Not Allocated to Organizational Unit: |                     |
| Interfold Transfer                    | 466,510             |
| FUND TOTAL                            | <u>\$ 3,589,579</u> |

BEHAVIORAL HEALTH FUND

|                                       |                      |
|---------------------------------------|----------------------|
| Health and Human Services             | 24,962,147           |
| Not Allocated to Organizational Unit: |                      |
| Special Payments                      | 649,948              |
| Interfold Transfer                    | 5,923                |
| Contingency                           | 4,142,604            |
| FUND TOTAL                            | <u>\$ 29,760,622</u> |

SOCIAL SERVICES FUND

|                                       |                      |
|---------------------------------------|----------------------|
| Health and Human Services             | 31,371,343           |
| Not Allocated to Organizational Unit: |                      |
| Special Payments                      | 995,842              |
| Interfold Transfer                    | 11,103               |
| Contingency                           | 1,987,214            |
| FUND TOTAL                            | <u>\$ 34,365,502</u> |

COMMUNITY DEVELOPMENT FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Economic Development                  | 5,767,768           |
| Not Allocated to Organizational Unit: |                     |
| Special Payments                      | 400,000             |
| Contingency                           | 483,439             |
| FUND TOTAL                            | <u>\$ 6,651,207</u> |

CHILDREN, FAMILY AND COMMUNITY CONNECTIONS FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Health and Human Services             | 8,022,226           |
| Not Allocated to Organizational Unit: |                     |
| Special Payments                      | 1,332,213           |
| Interfold Transfer                    | 6,290               |
| FUND TOTAL                            | <u>\$ 9,360,729</u> |

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2019-20**

DOG SERVICES FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Health and Human Services             | 2,882,742           |
| Not Allocated to Organizational Unit: |                     |
| Contingency                           | 228,531             |
| FUND TOTAL                            | <u>\$ 3,111,273</u> |

EMPLOYER CONTRIBUTION RESERVE FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Not Allocated to Organizational Unit: |                     |
| Contingency                           | 2,757,044           |
| FUND TOTAL                            | <u>\$ 2,757,044</u> |

COUNTY SAFETY NET LEGISLATION LOCAL PROJECTS FUND

|                                       |                   |
|---------------------------------------|-------------------|
| Not Allocated to Organizational Unit: |                   |
| Materials & Services                  | 13,174            |
| Special Payments                      | 346,257           |
| FUND TOTAL                            | <u>\$ 359,431</u> |

PUBLIC HEALTH FUND

|                                       |                      |
|---------------------------------------|----------------------|
| Health and Human Services             | 9,810,764            |
| Not Allocated to Organizational Unit: |                      |
| Special Payments                      | 501,657              |
| Contingency                           | 538,516              |
| FUND TOTAL                            | <u>\$ 10,850,937</u> |

CLACKAMAS HEALTH CENTERS FUND

|                                       |                      |
|---------------------------------------|----------------------|
| Health and Human Services             | 39,493,172           |
| Not Allocated to Organizational Unit: |                      |
| Interfund Transfer                    | 29,541               |
| Contingency                           | 7,295,956            |
| FUND TOTAL                            | <u>\$ 46,818,669</u> |

TRANSIENT ROOM TAX FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Not Allocated to Organizational Unit: |                     |
| Materials & Services                  | 100,000             |
| Interfund Transfer                    | 5,325,636           |
| FUND TOTAL                            | <u>\$ 5,425,636</u> |

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2019-20**

TOURISM DEVELOPMENT FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Culture, Education and Recreation     | 5,512,297           |
| Not Allocated to Organizational Unit: |                     |
| Special Payments                      | 299,360             |
| Contingency                           | 450,000             |
| FUND TOTAL                            | <u>\$ 6,261,657</u> |

FOREST MANAGEMENT FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Culture, Education and Recreation     | 1,979,455           |
| Not Allocated to Organizational Unit: |                     |
| Special Payments                      | 10                  |
| Interfund Transfer                    | 280,847             |
| Contingency                           | 112,000             |
| FUND TOTAL                            | <u>\$ 2,372,312</u> |

JUVENILE FUND

|                                       |                      |
|---------------------------------------|----------------------|
| Public Safety and Protection          | 11,867,550           |
| Not Allocated to Organizational Unit: |                      |
| Contingency                           | 150,000              |
| FUND TOTAL                            | <u>\$ 12,017,550</u> |

CLACKAMAS COUNTY DEBT SERVICE FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Not Allocated to Organizational Unit: |                     |
| Debt Service                          | 8,707,061           |
| FUND TOTAL                            | <u>\$ 8,707,061</u> |

GENERAL OBLIGATION BOND DEBT SERVICE FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Not Allocated to Organizational Unit: |                     |
| Debt Service                          | 4,907,325           |
| FUND TOTAL                            | <u>\$ 4,907,325</u> |

CAPITAL PROJECTS RESERVE FUND

|                            |                      |
|----------------------------|----------------------|
| Public Ways and Facilities | 13,031,791           |
| FUND TOTAL                 | <u>\$ 13,031,791</u> |



Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2019-20**

LID CONSTRUCTION FUND

Public Ways and Facilities

Not Allocated to Organizational Unit:

Interfund Transfer 29,429

FUND TOTAL \$ 29,429

STONECREEK GOLF COURSE FUND

Golf Course (Business-type Activity) 2,785,956

Not Allocated to Organizational Unit:

Special Payments 5,000

Interfund Transfer 200,000

Contingency 250,038

FUND TOTAL \$ 3,240,994

CLACKAMAS BROADBAND UTILITY FUND

Broadband Utility (Business-type Activity) 2,102,098

Not Allocated to Organizational Unit:

Special Payments 38,000

Contingency 150,000

FUND TOTAL \$ 2,290,098

RECORDS MANAGEMENT FUND

General Government 761,442

Not Allocated to Organizational Unit:

Contingency 36,670

FUND TOTAL \$ 798,112

FACILITIES MANAGEMENT FUND

General Government 13,278,317

Not Allocated to Organizational Unit:

Contingency 180,000

FUND TOTAL \$ 13,458,317

TELECOMMUNICATIONS SERVICES FUND

General Government 3,773,058

FUND TOTAL \$ 3,773,058

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2019-20**

TECHNOLOGY SERVICES FUND

|                                       |                      |
|---------------------------------------|----------------------|
| General Government                    | 14,216,696           |
| Not Allocated to Organizational Unit: |                      |
| Contingency                           | 530,000              |
| FUND TOTAL                            | <u>\$ 14,746,696</u> |

CENTRAL DISPATCH FUND

|                                       |                     |
|---------------------------------------|---------------------|
| Public Safety and Protection          | 8,765,100           |
| Not Allocated to Organizational Unit: |                     |
| Special Payments                      | 901,758             |
| Contingency                           | 203,408             |
| FUND TOTAL                            | <u>\$ 9,870,266</u> |

SELF-INSURANCE FUND

|                                       |                      |
|---------------------------------------|----------------------|
| General Government                    | 34,587,889           |
| Not Allocated to Organizational Unit: |                      |
| Contingency                           | 6,557,059            |
| FUND TOTAL                            | <u>\$ 41,144,948</u> |

RISK MANAGEMENT CLAIMS FUND

|                                       |                      |
|---------------------------------------|----------------------|
| General Government                    | 5,177,681            |
| Not Allocated to Organizational Unit: |                      |
| Contingency                           | 9,065,373            |
| FUND TOTAL                            | <u>\$ 14,243,054</u> |

FLEET SERVICES FUND

|                                       |                     |
|---------------------------------------|---------------------|
| General Government                    | 6,158,366           |
| Not Allocated to Organizational Unit: |                     |
| Contingency                           | 521,951             |
| FUND TOTAL                            | <u>\$ 6,680,317</u> |

|              |                    |
|--------------|--------------------|
| <b>TOTAL</b> | <b>805,619,176</b> |
|--------------|--------------------|

|                      |                       |
|----------------------|-----------------------|
| TOTAL APPROPRIATED   | 805,619,176           |
| TOTAL UNAPPROPRIATED | 57,231,747            |
| TOTAL ADOPTED BUDGET | <u>\$ 862,850,923</u> |

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Clackamas County Board of Commissioners will be held on June 27, 2019 at 10:00 x am    pm at 2051 Kaen Road, Oregon City, Oregon. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2019 as approved by the Clackamas County Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at 2051 Kaen Road, Oregon City, Oregon 97045, between the hours of 7:00 a.m. and 6:00 p.m., or online at http://www.clackamas.us/budget/. This budget is for an x annual    biennial budget period. This budget was prepared on a basis of accounting that is x the same as    different than used the preceding year. If different, the major changes and their effect on the budget are:

Contact: Christa Bosserman Wolfe, Finance Director Telephone: (503)742-5407 Email: cwolfe@co.clackamas.or.us

| FINANCIAL SUMMARY - RESOURCES   |                          |                                     |                                      |
|---|--------------------------|-------------------------------------|--------------------------------------|
| TOTAL OF ALL FUNDS  | Actual Amount<br>2017-18 | Adopted Budget<br>This Year 2018-19 | Approved Budget<br>Next Year 2019-20 |
| Beginning Fund Balance/Net Working Capital                            | 233,600,063              | 236,099,514                         | 198,577,183                          |
| Fees, Licenses, Permits, Fines, Assessments & Other Service Charges   | 71,199,327               | 70,670,524                          | 81,236,046                           |
| Federal, State and All Other Grants, Gifts, Allocations and Donations | 129,061,177              | 154,236,834                         | 147,961,704                          |
| Revenue from Bonds and Other Debt                                     | 31,532,079               | 4,986,961                           | 631,312                              |
| Interfund Transfers / Internal Service Reimbursements                 | 238,364,254              | 263,327,387                         | 267,890,056                          |
| All Other Resources Except Current Year Property Taxes                | 17,349,005               | 18,060,936                          | 18,143,160                           |
| Current Year Property Taxes Estimated to be Received                  | 135,638,957              | 142,221,018                         | 148,411,462                          |
| <b>Total Resources - add lines 1 through 7</b>                        | <b>856,744,862</b>       | <b>889,603,174</b>                  | <b>862,850,923</b>                   |

| FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION         |                    |                    |                    |
|---|--------------------|--------------------|--------------------|
| Personnel Services  | 248,877,077        | 285,733,244        | 308,551,677        |
| Materials and Services  | 196,275,302        | 221,931,681        | 211,292,605        |
| Capital Outlay  | 9,887,604          | 59,204,886         | 44,895,173         |
| Debt Service  | 14,828,209         | 13,640,761         | 13,858,689         |
| Interfund Transfers   | 121,074,267        | 129,746,424        | 128,721,075        |
| Contingencies   |                    | 63,762,695         | 67,685,889         |
| Special Payments  | 29,845,614         | 55,781,519         | 30,614,068         |
| Unappropriated Ending Balance and Reserved for Future Expenditure | 235,956,789        | 59,801,964         | 57,231,747         |
| <b>Total Requirements - add lines 9 through 16</b>                | <b>856,744,862</b> | <b>889,603,174</b> | <b>862,850,923</b> |

| FINANCIAL SUMMARY - REQUIREMENTS BY ORGANIZATIONAL UNIT OR PROGRAM *   |                    |                    |                    |
|--|--------------------|--------------------|--------------------|
| Name of Organizational Unit or Program<br>FTE for that unit or program |                    |                    |                    |
| Board of County Commissioners  | 1,815,855          | 1,888,129          | 1,950,052          |
| FTE  | 5.00               | 5.00               | 5.00               |
| County Administration  | 2,143,426          | 2,439,716          | 2,567,324          |
| FTE  | 11.80              | 13.42              | 13.42              |
| County Counsel   | 2,607,745          | 2,859,569          | 2,941,273          |
| FTE  | 12.50              | 12.75              | 12.75              |
| Human Resources  | 3,801,919          | 4,492,394          | 5,039,793          |
| FTE  | 22.00              | 23.00              | 23.00              |
| Assessor   | 7,490,869          | 8,205,160          | 8,952,543          |
| FTE  | 58.50              | 58.50              | 60.00              |
| Clerk  | 2,637,797          | 3,076,281          | 3,100,581          |
| FTE  | 14.00              | 14.00              | 14.00              |
| Transportation & Development   | 1,203,246          | 1,356,511          | 1,244,775          |
| FTE  | 9.00               | 9.00               | 8.00               |
| Finance  | 6,023,626          | 7,093,056          | 7,290,234          |
| FTE  | 45.53              | 45.53              | 45.53              |
| Treasurer  | 946,811            | 1,012,094          | 1,109,763          |
| FTE  | 6.00               | 6.00               | 6.00               |
| Public & Government Affairs  | 4,710,618          | 6,123,213          | 5,415,113          |
| FTE  | 21.00              | 22.00              | 22.00              |
| Golf Course  | 2,340,596          | 2,569,509          | 2,785,956          |
| FTE  | 0.00               | 0.00               | 0.00               |
| Broadband Utility  | 1,787,376          | 2,521,789          | 2,102,098          |
| FTE  | 2.00               | 2.00               | 2.00               |
| General Government   | 74,139,474         | 93,804,969         | 95,309,454         |
| FTE  | 205.48             | 214.19             | 227.52             |
| Public Safety and Protection   | 134,491,481        | 149,748,874        | 158,909,117        |
| FTE  | 754.99             | 767.69             | 777.69             |
| Public Ways and Facilities   | 34,996,711         | 83,500,650         | 80,688,701         |
| FTE  | 164.75             | 172.65             | 164.95             |
| Health and Human Services  | 90,788,847         | 121,555,908        | 119,665,463        |
| FTE  | 511.03             | 575.18             | 570.29             |
| Culture, Recreation and Education                                      | 13,778,193         | 23,148,767         | 18,573,608         |
| FTE  | 38.40              | 41.90              | 45.90              |
| Economic Development   | 13,890,014         | 14,714,204         | 14,809,127         |
| FTE  | 70.63              | 40.13              | 42.88              |
| Not Allocated to Organizational Unit or Program                        | 457,150,258        | 359,492,381        | 330,395,948        |
| FTE  | 145.95             | 148.54             | 149.14             |
| <b>Total Requirements</b>  | <b>856,744,862</b> | <b>889,603,174</b> | <b>862,850,923</b> |
| <b>Total FTE</b>   | <b>2,098.56</b>    | <b>2,171.48</b>    | <b>2,190.07</b>    |

**STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING \***

The Fiscal Year 2019-2020 budget reflects a similar scope and variety of services as was budgeted for in the prior year however the County has estimated additional funds and expense for the Vehicle Registration Fee which will go into effect mid-year.

**PROPERTY TAX LEVIES**

|  | Rate or Amount Imposed   | Rate or Amount Imposed   | Rate or Amount Approved  |
|--|--------------------------|--------------------------|--------------------------|
| Permanent Rate Levy(Rate Limit 2.4042 Per \$1,000 City/2.9766 Per \$1,000 Rural) | 2.4042 City/2.9766 Rural | 2.4042 City/2.9766 Rural | 2.4042 City/2.9766 Rural |
| Local Option Levy  | 0.2480                   | 0.2480                   | 0.2480                   |
| Levy For General Obligation Bonds  | 0.1000                   | \$4,937,000              | \$4,979,000              |

**STATEMENT OF INDEBTEDNESS**

| LONG TERM DEBT           | Estimated Debt Outstanding<br>on July 1 | Estimated Debt Authorized, But<br>Not Incurred on July 1 |
|--------------------------|---|--|
| General Obligation Bonds | \$55,255,000                            |  |
| Other Bonds              | \$59,400,000                            |  |
| Other Borrowings         | \$15,290,000                            |  |
| <b>Total</b>             | <b>\$129,945,000</b>                    |  |

\* If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.

## Glossary of Budget Terms

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**Accrual Basis Accounting** - An accounting system in which revenue is recorded when it is earned rather than when it is paid, and expenses are recorded when an obligation is established rather than when the money is paid.

**Activity** - A set of services grouped by a common purpose or result. They are subsets of Programs. Examples of Activities are Sheriff Detectives, Building Permits and Mental Health Outpatient Services.

**Actuarial Liability** - An estimation based upon theories of probability and statistics of the present value of the pension benefits accrued in a pension plan.

**Ad Valorem Tax** - A tax based on the assessed value of taxable property.

**Adopted Budget** - Financial plan adopted by the governing body, forming the basis for appropriations.

**Audit** – An official inspection of an organization's accounts

**American Recovery and Reinvestment Act (ARRA)** - A legislative package passed by Congress in 2009 to stimulate the US economy during a protracted economic downturn. It provides for federal tax cuts, expanded unemployment benefits and other spending to promote job creation and retention and investment particularly in the areas of education, health care, infrastructure and energy. Clackamas County is actively pursuing a variety of competitive grants being awarded as part of the stimulus program.

**Appropriation** - Authorization for spending a specific amount of money for a specific purpose during a specific period of time. It is based on the adopted budget, including supplemental budgets, if any. It is presented in a resolution or ordinance adopted by the governing body (ORS 294.311(3)).

**Approved Budget** - The financial plan agreed upon by the Budget Committee.

**Arbitrage** - Interest earned from the proceeds of bond issues where the rate of interest earned is greater than the interest rate owed on the bonds.

**Assessed Valuation** - A value that is established for real or personal property for use as a basis for allocation of property tax levies.

**Balanced Budget** – Budgeting process where total revenues are equal to total expenses.

**Ballot Measure 5** - Amends the Oregon Constitution approved by voters in 1990, which limits property tax rates.

**Ballot Measure 37** - A state law adopted by Oregon voters during the November 2004, General Election. Measure 37 requires governments to provide just compensation for land use regulations that reduce the fair market value of property, if the regulations were adopted after the owner acquired the property. The government that adopted the regulation may choose to remove, modify or not apply a regulation instead of paying compensation.

**Ballot Measure 47** - A property tax limitation initiative passed by Oregon voters in November 1996. This measure was replaced by Measure 50.

**Ballot Measure 50** - A legislative re-write of Measure 47 passed by a majority of voters in May 1997. This measure limits property taxes by rolling back the 1997-98 assessed value of each property to 90% of its 1995-96 value and limiting value and tax growth to 3% per year. Exceptions are made for new construction, subdivisions and rezoning. Bonded debt is also exempt. Statewide, property taxes imposed in 1997-98 were reduced 17% but actual reductions varied with the taxing district. This measure also established permanent tax rates to replace ad valorem tax levies. Serial levies were incorporated in the permanent tax rates as well.

**Bonds** - A written contract for payment of a sum of money at a future date, with interest paid at an agreed rate on a set schedule. Governments typically use bonds to finance long-term capital improvements.

**Budget** - The local government's financial plan for one fiscal year.

**Budget Calendar** - The schedule of key dates or milestones which the County follows in the preparation and adoption of the budget.

**Budget Committee** - Fiscal planning board of a local government, consisting of the governing body plus an equal number of legal voters appointed from the district (ORS 294.336).

**Budget Message** - Written explanation of the budget and the local government's financial priorities. It is prepared and presented by the executive officer or chairperson of the governing body (ORS 294.391).

**Budget Officer** - Person appointed by governing body to assemble budget material and information and to oversee preparation of the proposed budget (ORS 294.331).

**Capital Improvement Plan** - A plan for capital expenditures to provide long-lasting physical improvements, the cost of which is to be incurred over a fixed period of several years.

**Capital Outlays** - Expenditures that result in acquisition of or addition to fixed assets.

**Capital Project Fund** - A fund used to account for the receipt and disbursement of money used to finance the building or acquisition of capital facilities.

**Certificate of Participation (COP)** - A debt instrument used to finance improvements to county facilities. Revenue to pay off the debt comes from rent charged to the building occupant for the use of the renovated property.

**Chart of Accounts** - A numbering system that categories various financial information into a logical structure which is the basis and foundation for financial reporting.

**Complete Communities** - A project designed to outline the strategies and goals for the future of this rapidly growing County.

**Concurrency** - A policy initiative that has a goal of assuring that infrastructure needs, such as roads, sewer and water, are in place to serve the community before or at the time development occurs.

**Contingency** - A non-expendable appropriation category to cover unforeseen events which occur during the budget year. County Commissioners must approve all transfers from Contingency.

**Contracted Services** - Services rendered under contract by persons who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

**Cost Accounting** - A method of accounting, which provides for assembling and recording of all elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

**Cost Allocation** - A method of apportioning overhead costs accumulated by internal services such as accounting and personnel to user departments.

**Debt Service** - Payment of principal and interest on borrowed funds.

**Debt Service Fund** - A fund established to account for accumulation of resources and payment of general long-term debt principal and interest.

**Defeasance** – When referring to municipal bonds, a defeasance relates to the methods by which an outstanding bond issue can be made void, both legally and financially. It is a financing tool by which outstanding bonds may be retired without a bond redemption or implementing an open market buy-back. Cash is used to purchase government securities. The principal of and interest earned on the securities are sufficient to meet all payments of principal and interest on the outstanding bonds as they become due. Essentially, defeasance allows an issuer to collateralize outstanding debt with a portfolio of “risk-free government securities”, thereby instantly removing the debt from the issuer’s balance sheet. This occurs because the government securities generate the cash flow needed to pay all interest and principal on the outstanding bonds when due.

**Deficit** - The amount by which a sum of money falls short of the required amount.

**Depreciation** - An accounting procedure that spreads the cost of purchasing an asset over the useful lifetime of the asset.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service and the process to set aside those funds for the future expenditure.

**Enterprise Fund** - A fund used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product. The Stone Creek Golf Course Fund is an example of an enterprise fund.

**Expenditure** - The incurring of a liability or the payment of cash for the acquisition of a good or service.

**Fiscal Year** - A 12-month period to which the annual operating budget applies. At the end of the period, a government determines its financial position and the results of its operations. It is July 1 through June 30 for Clackamas County.

**Fringe Benefits** - Non-salary compensation provided to employees in accordance with state and federal law, union contracts and/or County policy. Benefits include pension plans (including Social Security); medical, dental, vision, life, short and long term disability insurance; and vacation, holiday and sick leave.

**Full-time Equivalent (FTE)** - The ratio of time spent in any position to that of a full-time position. An employee working full-time for one year is 1.0 FTE; an employee working 6 months is .5 FTE.

**Fund** - A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives.

**Fund Balance** - Resources remaining from prior years which are available to be budgeted in the current year.

**General Fund** - A fund used to account for activities for which specific types of funds are not required. It is the general operating fund for local governments.

**General Fund Support Required to Balance** - The difference between department-generated revenues and the corresponding expenditures funded within the General Fund. These moneys are not actually recorded in the County's accounting system. They are displayed for informational purposes only to indicate the level of discretionary General Fund support required to operate the program.

**General Obligation Bonds** - Voter-approved types of municipal bonds where principal and interest are secured by the full faith and credit of the issuer and usually supported by either the issuer's unlimited or limited taxing power.

**Generally Accepted Accounting Principles (GAAP)** - Uniform minimum standards and guidelines for financial accounting and reporting. These standards govern the form and content of the County's financial statements.

**Goal** - A broadly defined central aim of an organization. Goals state long-term objectives.

**Governmental Accounting** - The accounting system providing the basis for budgetary control. Formal budgetary integration combines budgetary accounts into the general ledger so that actual revenues and expenditures are always measured against the budget.

**Government Fund** - a grouping used in accounting for tax-supported activities completed by the federal government. Its opposite is a proprietary fund, which accounts for business-like activities conducted by the government. There are several government fund types, each of which maintains a balance sheet.

**Grant** - Contributions or gifts of cash or other assets from another government to be used or spent for a specified purpose, activity or facility.

**Infrastructure** - The system of public works of a country, state or region.

**Interfund Transfers** - Amounts moved from one fund to another. Transfers are not expenditures and must be appropriated for expenditures in the fund receiving the cash transfer.

**Internal Control** - A procedure to ensure that the assets of the County are protected from loss, theft or misuse and that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles.

**Internal Service Fund** - A fund used to account for goods or services that are provided by one department to other departments within a particular government agency.

**Key Performance Measures** - Representative performance measures selected from the Strategic Plan for inclusion in The Executive Summary budget document because they are of particular importance or interest to readers.

**Levy** - Amount of tax imposed by a local government for the support of governmental activities.

**Liabilities** - Debt or other legal obligation arising from transactions in the past that must be liquidated, renewed or refunded at a future date; does not include encumbrances.

**Line Item** - The category in a budget, chart of accounts or financial statement which represents an account used to record transactions for a particular type of income, expense, asset or liability.

**Local Revenue** - The budgetary resource category that includes funding received from local government sources such as cities or other local governments.

**Major Expenditure Category** - One of eight classifications of spending including personal services, materials & services, debt service, capital outlay, interfund transfers, contingency, unappropriated ending fund balance and reserves.

**Major Fund** - funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

**Materials & Services** - A major expenditure category that includes contractual expenditures, consumable materials, supplies, operating costs and other services.

**Mission Statement** - An explanation of a department's purpose expressed in terms of the service it provides to its customers and the benefit to be provided for those customers.

**Modified Accrual Basis of Accounting** - Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred, except for unmatured interest on general long-term debt, which is recognized when due.

**Municipal Bonds** - Debt obligations of a state or local government entity. The funds may support general government needs or fund special projects. The interest on these bonds is typically exempt from federal incomes taxes, and most state and local taxes.

**Objective** - Something to be accomplished. An objective should be stated in specific, well-defined, measurable terms and should be achievable within a specific timeframe.

**Operating Budget** - The budget used in the ongoing operation to account for Personal Services, Materials & Services and Capital expenditures.

**Organizational unit** - Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions (such as department, office or division).

**Ordinance** - A formal legislative enactment by the governing board of a municipality.

**Overlay Packages** - A group of roads combined into contract bid packages consisting of similar projects within a geographic area. Each road in the package receives an 'overlay,' an application of asphaltic concrete overlaying the current surface of a road, restoring it to a like-new condition.



**Pass-through** - Money given to a government or organization with a condition that it be given (passed-through to) another government or organization.

**PeopleSoft** - Clackamas County's management information software system that provides centralized accounting, budget, payroll and human resource information.

**Performance Measures** - Objective methods (quantitative and/or qualitative) for evaluating a department's progress toward its stated goals.

**Personal Services** - A budget category, which includes salaries and wages, overtime, part-time pay and fringe benefits.

**Program** - A group of activities with a common purpose that carries out a department's Mission and produces results for customers. A Program corresponds to an accounting organization (cost center) or group of closely related organizations. Budgets are presented and reviewed at the Program level to communicate to taxpayers what results they expect from the department and to facilitate decision making based on results. Examples of Programs are Criminal Prosecution in the District Attorney's Department and Purchasing in the Finance Department.

**Proposed Budget** - Financial and operating plan prepared by the Budget Officer. It is submitted to the public and the Budget Committee for review.

**Proprietary Fund** - a business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds. Enterprise funds provide goods or services to the general public for a fee.

**Requested Budget** - The initial budget received from departments or funds.

**Requirements** - The total of all expenditures within a fund, including operating expenditures, transfers to other funds, Contingencies and Unappropriated Fund Balance.

**Reserve Fund** - Established to accumulate money for a specific purpose, such as purchase of new equipment (ORS 280.100).

**Resolution** - A formal order of a governing body. A resolution has lower legal status than an ordinance.

**Resources** - Estimated beginning funds on hand plus anticipated receipts. See "Revenues" (ORS 294.361).

**Revenue Bonds** - A type of municipal bond where principal and interest are secured by revenues such as charges or rents paid by users of the facility built with the proceeds of the bond issue.

**Revenues** - Money received or anticipated by a local government from either tax or non-tax sources.

**Special Revenue Fund** - A fund used to account for specific revenue sources that are restricted to expenditures for designated purposes. For example revenues from mental health grants must be spent on the particular mental health programs for which they were granted.

**Strategic Planning** - A formal process through which departments analyze, align and explain what they do in terms of achieving results for their customers. Each department articulates its Mission and then organizes itself into Programs and Activities designed to carry out that mission, facilitate decision making and resource allocation, and report progress.

**Supplemental Budget** - A financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted. It cannot be used to authorize a tax levy (ORS 294.480). Requires public hearings, notices and adoption by governing body.

**Surplus** - The amount by which a sum of money exceeds what is required. In accounting, the excess of assets over liabilities accumulated.

**Tax Base** - In Oregon, a designated amount of property tax that can be levied for operating expenses without annual voter approval. The original base must be established by voters at a general or primary election. Beginning in 1997-98, the tax base system will be transformed into a partial tax rate system as required by Measure 50 which was approved by voters in May 1997.

**Tax Levy** - Total amount of taxes imposed by a local government unit.

**Tax Rate** - The amount of tax stated in terms of a unit of tax for each \$1,000 of assessed valuation of taxable property.

**Tax Roll** - The official list showing the amount of taxes levied against each property.

**Tier 1** - Refers to a public service employee hired before January 1, 1996.

**Transfers** - Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund (ORS 294.450).

**Trust & Agency Fund** - A fund used to account for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

**Unappropriated Ending Fund Balance** - Amount set aside in the budget to be used as a cash carry-over to the next year's budget. It provides the local government with cash until tax money is received from the County Treasurer in November. This amount cannot be transferred by resolution or through a supplemental budget (ORS 294.371).

## Acronyms listing

|                        |  |
|------------------------|--|
| <b><u>A&amp;T</u></b>  | Assessment and Taxation                                    |
| <b><u>AAA</u></b>      | Area Agency on Aging                                       |
| <b><u>ADA</u></b>      | Americans with Disabilities Act                            |
| <b><u>ADS</u></b>      | Aging and Disability Services                              |
| <b><u>AMH</u></b>      | Automated Materials Handling                               |
| <b><u>ARRA</u></b>     | American Recovery and Reinvestment Act                     |
| <b><u>AOC</u></b>      | Association of Oregon Counties                             |
| <b><u>B&amp;ED</u></b> | Business & Economic Development Division                   |
| <b><u>BAN</u></b>      | Bond Anticipation Note                                     |
| <b><u>BCC</u></b>      | Board Of County Commissioners                              |
| <b><u>BCD</u></b>      | Building Codes Division                                    |
| <b><u>BCS</u></b>      | Business and Community Services                            |
| <b><u>BOPTA</u></b>    | Board of Property Tax Appeals                              |
| <b><u>BRS</u></b>      | Behavior Rehabilitation Services                           |
| <b><u>BTOP</u></b>     | Broadband Technology Opportunities Program                 |
| <b><u>CAA</u></b>      | Community Action Agency                                    |
| <b><u>CAD</u></b>      | Computer Aided Dispatch                                    |
| <b><u>CAFFA</u></b>    | Certificate of Achievement in Financial Reporting          |
| <b><u>CAFR</u></b>     | Consolidated Annual Financial Report                       |
| <b><u>CBX</u></b>      | Clackamas Broadband eXchange                               |
| <b><u>CCLBA</u></b>    | Clackamas County Land Bank Authority                       |
| <b><u>CCMET</u></b>    | Clackamas County Methamphetamine Team                      |
| <b><u>CCO</u></b>      | Coordinated Care Organizations                             |
| <b><u>C-COM</u></b>    | Central Dispatch Department                                |
| <b><u>CCRS</u></b>     | Clackamas County Resolution Services                       |
| <b><u>CCSD</u></b>     | Clackamas County Service District                          |
| <b><u>CCSO</u></b>     | Clackamas County Sheriff's Office                          |
| <b><u>CCSS</u></b>     | Clackamas County Social Services                           |
| <b><u>CCTCA</u></b>    | Clackamas County Tourism & Cultural Affairs                |
| <b><u>CDBG</u></b>     | Community Development Block Grant                          |
| <b><u>CDD</u></b>      | Community Development Division                             |
| <b><u>CE</u></b>       | Code Enforcement   |
| <b><u>CERCLA</u></b>   | Comprehensive Environmental Response, Comp & Liability Act |
| <b><u>CFCC</u></b>     | Children, Family & Community Connections                   |
| <b><u>CGF</u></b>      | County General Fund  |
| <b><u>CIP</u></b>      | Capital Improvement Program                                |
| <b><u>CJC</u></b>      | Oregon Criminal Justice Commission                         |
| <b><u>CMHP</u></b>     | Community Mental Health Program                            |
| <b><u>COBRA</u></b>    | Consolidated Omnibus Budget Reconciliation Act             |
| <b><u>CoC</u></b>      | Continuum of Care  |
| <b><u>COP</u></b>      | Certificate of Participation                               |
| <b><u>COOP</u></b>     | Continuity of Operations Plan                              |
| <b><u>CRS</u></b>      | Community Rating System                                    |
| <b><u>CRT</u></b>      | Cross Laminated Timber                                     |
| <b><u>CSAP</u></b>     | Corrections Substance Abuse Program                        |
| <b><u>CSCC</u></b>     | Community Solutions for Clackamas County                   |
| <b><u>CTEC</u></b>     | Clackamas Career and Technical Education Consortium        |
| <b><u>CVSO</u></b>     | County Veterans Services Office                            |
| <b><u>DA</u></b>       | District Attorney  |
| <b><u>ECHO</u></b>     | Energy Conservation Helping Oregonians                     |
| <b><u>DD</u></b>       | Development Disabilities Program                           |

## Acronyms Listing

|                     |  |
|---------------------|--|
| <b><u>DEQ</u></b>   | Department of Environmental Quality                |
| <b><u>DHS</u></b>   | Department of Human Services                       |
| <b><u>DOD</u></b>   | Department of Defense                              |
| <b><u>DOJ</u></b>   | Oregon Department of Justice                       |
| <b><u>DSB</u></b>   | Development Service Building                       |
| <b><u>DTD</u></b>   | Department of Transportation and Development       |
| <b><u>DVERT</u></b> | Domestic Violence Enhanced Response Team           |
| <b><u>DWDM</u></b>  | Data Warehousing and Data Mining                   |
| <b><u>EAP</u></b>   | Employee Assistance Program                        |
| <b><u>EMT</u></b>   | Executive Management Team                          |
| <b><u>EOC</u></b>   | Emergency Operations Center                        |
| <b><u>ESB</u></b>   | Enterprise Service Bus                             |
| <b><u>ESG</u></b>   | Emergency Solutions Grant                          |
| <b><u>EOP</u></b>   | Emergency Operations Plan                          |
| <b><u>FCC</u></b>   | Federal Communications Commission                  |
| <b><u>FCS</u></b>   | Family Court Services                              |
| <b><u>FEMA</u></b>  | Federal Emergency Management Agency                |
| <b><u>FQHC</u></b>  | Federally Qualified Health Center                  |
| <b><u>ERP</u></b>   | Enterprise Resource Planning                       |
| <b><u>FILO</u></b>  | First and Last Out                                 |
| <b><u>FTE</u></b>   | Full-Time Equivalent Employee                      |
| <b><u>GAAP</u></b>  | Generally Accepted Accounting Principles           |
| <b><u>GED</u></b>   | General Education Diplomas                         |
| <b><u>GFOA</u></b>  | Government Finance Officers Association            |
| <b><u>GIS</u></b>   | Geographic Information Services                    |
| <b><u>H3S</u></b>   | Health, Housing & Human Services                   |
| <b><u>HAVA</u></b>  | Help America Vote Act                              |
| <b><u>HMIS</u></b>  | Homeless Management Information System             |
| <b><u>HOME</u></b>  | HOME Partnership Act                               |
| <b><u>HRIS</u></b>  | Human Resource Information System                  |
| <b><u>HRMS</u></b>  | Human Resource Management System                   |
| <b><u>HUD</u></b>   | Housing and Urban Development                      |
| <b><u>HVAC</u></b>  | Heating, ventilation and air conditioning          |
| <b><u>IGA</u></b>   | Intergovernmental Agreement                        |
| <b><u>ISP</u></b>   | Internet Service Provider                          |
| <b><u>ITF</u></b>   | Interagency Task Force                             |
| <b><u>ITS</u></b>   | Intelligent Transportation System                  |
| <b><u>JCP</u></b>   | Juvenile Crime Prevention                          |
| <b><u>JOBS</u></b>  | Job Opportunities and Basic Skills                 |
| <b><u>JPACT</u></b> | Joint Policy Advisory committee for Transportation |
| <b><u>JRI</u></b>   | Justice Reinvestment                               |
| <b><u>LDAC</u></b>  | Library District Advisory Committee                |
| <b><u>LAN</u></b>   | Local Area Network                                 |
| <b><u>LCDC</u></b>  | Land Conservation and Development Commission       |
| <b><u>LCRB</u></b>  | Local Contracting Review Board                     |
| <b><u>LEAD</u></b>  | Law Enforcement Assisted Diversion                 |
| <b><u>LEED</u></b>  | Leadership In Energy and Environment Design        |
| <b><u>LID</u></b>   | Local Improvement District                         |
| <b><u>LIEAP</u></b> | Low Income Energy Assistance Program               |
| <b><u>LINCC</u></b> | Library Information Network of Clackamas County    |
| <b><u>LNIB</u></b>  | Library Network Intergovernmental Advisory Board   |

## Acronyms Listing

|                     |   |
|---------------------|---|
| <b><u>LSDCC</u></b> | Library Service District for Clackamas County |
| <b><u>LUEP</u></b>  | Land Use and Environmental Planning           |
| <b><u>MDT</u></b>   | Multi-Disciplinary Team                       |
| <b><u>MIX</u></b>   | Metropolitan Information Exchange             |
| <b><u>NACo</u></b>  | National Association of Counties              |
| <b><u>NCPRD</u></b> | North Clackamas Parks & Recreation District   |
| <b><u>NIC</u></b>   | National Institute of Corrections             |
| <b><u>NLP</u></b>   | Neighborhood Livability Project               |
| <b><u>NSP</u></b>   | Neighborhood Stabilization Program.           |
| <b><u>OCF</u></b>   | Office for Children and Families              |
| <b><u>OCSE</u></b>  | Office of Support Enforcement                 |
| <b><u>ODOC</u></b>  | Oregon Department of Corrections              |
| <b><u>ODOT</u></b>  | Oregon Department of Transportation           |
| <b><u>OEA</u></b>   | Office of Economic Analysis                   |
| <b><u>OHP</u></b>   | Oregon Health Plan                            |
| <b><u>OPP</u></b>   | Oregon Performance Plan                       |
| <b><u>ORS</u></b>   | Oregon Revised Statute                        |
| <b><u>OSHA</u></b>  | Occupational Safety and Health Act            |
| <b><u>OTIA</u></b>  | Oregon Transportation Investment Act          |
| <b><u>PCI</u></b>   | Pavement Condition Index                      |
| <b><u>PEG</u></b>   | Public, Education and Government              |
| <b><u>PEPM</u></b>  | Per Employee Per Month                        |
| <b><u>PERS</u></b>  | Public Employees Retirement System            |
| <b><u>PGA</u></b>   | Public & Government Affairs                   |
| <b><u>PLCPF</u></b> | Public Land Corner Preservation Fund          |
| <b><u>PLSS</u></b>  | Public Land Survey System                     |
| <b><u>PPP</u></b>   | Private-Public Partnerships                   |
| <b><u>PQI</u></b>   | Pavement Quality Index                        |
| <b><u>PSB</u></b>   | Public Service Building                       |
| <b><u>PSCC</u></b>  | Public Safety Coordinating Council            |
| <b><u>RFI</u></b>   | Request for Information                       |
| <b><u>RFID</u></b>  | Radio Frequency Identification                |
| <b><u>RFP</u></b>   | Request for Proposal                          |
| <b><u>RSVP</u></b>  | Retired Senior Volunteer Program              |
| <b><u>SDC</u></b>   | System Development Charge                     |
| <b><u>SEIS</u></b>  | Supplemental Environmental Impact Statement   |
| <b><u>SHOW</u></b>  | State Home Oil Weatherization                 |
| <b><u>SNAP</u></b>  | Supplemental Nutrition Assistance Program     |
| <b><u>SOWP</u></b>  | Septic & Onsite Wastewater Program            |
| <b><u>STTL</u></b>  | Short-term Transition Leave                   |
| <b><u>TAN</u></b>   | Tax Anticipation Note                         |
| <b><u>TDC</u></b>   | Tourism Development Council                   |
| <b><u>TIF</u></b>   | Tax Increment Financing                       |
| <b><u>TRT</u></b>   | Transient Room Tax                            |
| <b><u>TSAP</u></b>  | Traffic Safety Action Plan                    |
| <b><u>TSDC</u></b>  | Transportation System Development Charge      |
| <b><u>VOCA</u></b>  | Victims of Crime Act                          |
| <b><u>UGB</u></b>   | Urban Growth Boundary                         |
| <b><u>WES</u></b>   | Water Environment Services                    |
| <b><u>WFI</u></b>   | Working for Independence                      |
| <b><u>WIA</u></b>   | Workforce Investment Act                      |