



Clackamas County Proposed Budget

Fiscal Year 2022-2023



County Administrator, Gary Schmidt
Finance Director, Elizabeth Comfort
Budget Manager, Sandra Montoya



BUDGET MESSAGE

FISCAL YEAR 2022-2023

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

BUDGET COMMITTEE

The Budget Committee is comprised of the Board of County Commissioners and five public members assisted by County Administration and Finance Staff.

BOARD MEMBERS

Tootie Smith, Chair
Sonya Fischer
Paul Savas
Martha Schrader
Mark Shull

CITIZEN MEMBERS

James Karn
Jan Lee
Wilda Parks
James Rhodes
Kenneth Sernach

COUNTY STAFF

Gary Schmidt
County Administrator
& Budget Officer

Elizabeth Comfort
Finance Director

Sandra Montoya
Budget Manager

Blaze Riggins
Sr. Budget Analyst

Priscila Montoya
Budget Coordinator

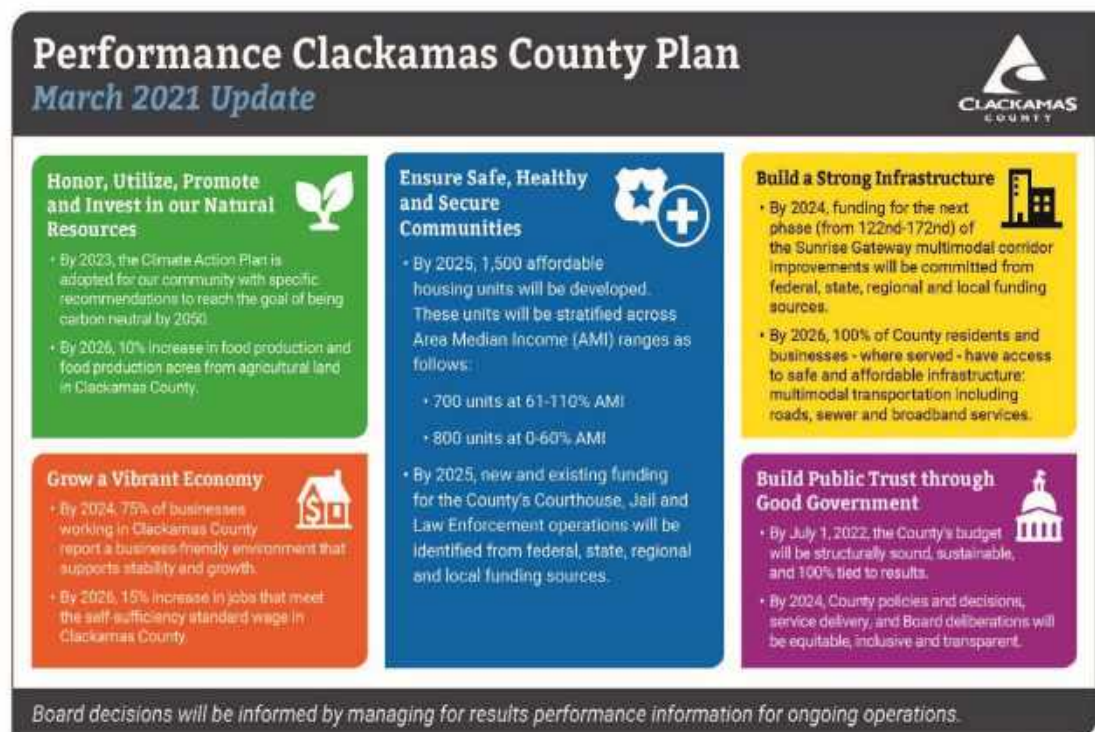
Roxann Fisher
Jian Zhang
Budget Analysts

As the County's Budget Officer, I am pleased to once again present a balanced and sustainable proposed budget for FY22-23 in the amount of \$1,164,620,439. This budget continues to provide structural stability and accountability for the expenditure of public funds.

Performance Clackamas and Budget Alignment

In a departure from prior years, this budget is being presented through the lens of the Board's Performance Clackamas Strategic Priority Areas as shown below.

Created in 2014, Performance Clackamas is a comprehensive system focused on achieving results for our customers. The graphic below articulates the Board's Strategic Result areas, updated in March 2021, along with key metrics, and initiatives.

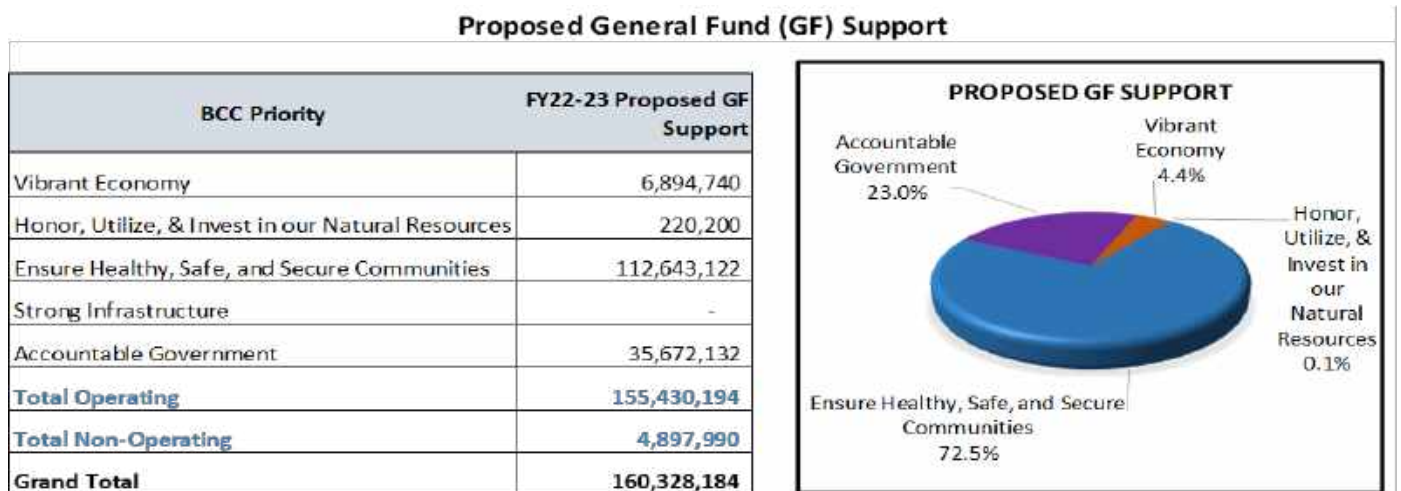
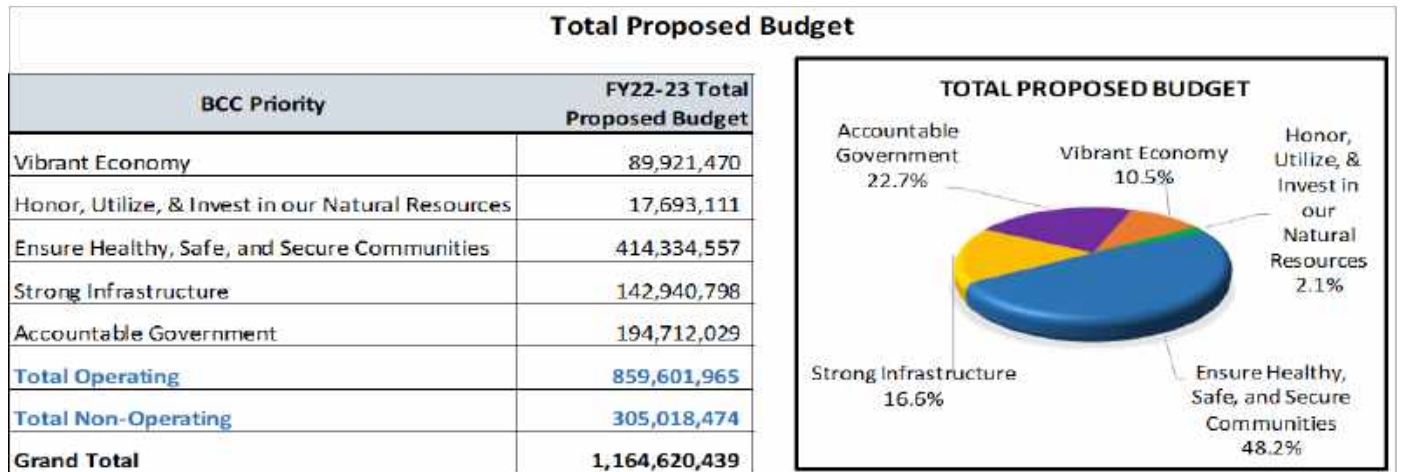


Additional information about Performance Clackamas, including Board initiatives and department metrics, can be found at <https://www.clackamas.us/performance>.

Budget Overview

NOTE: Total funds include all sources of funding – federal, state, fees, local, and property taxes.

General Fund Support includes property taxes (\$150.9 million) and shared revenue (\$4.2 million).



Service Districts

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

• Water Environment Services	\$ 272,831,514
• The Development Agency	\$ 36,433,692
• North Clackamas Parks & Rec. District	\$ 54,935,941
• Library Service District of Clack. County	\$ 22,113,650
• Extension and 4-H Service District	\$ 12,370,305
• Enhanced Law Enforcement District	\$ 8,248,041
• Street Lighting District	\$ 5,467,162
• Housing Authority of Clackamas County	\$ 69,890,973
	\$ 482,291,278
• Clackamas County	\$1,164,620,439
All-Clackamas County Budget	\$1,646,911,717

Distribution of Funds

The chart below displays the department alignment for each Priority. Note that some department span more than one Priority Area.

Board Strategic Priorities	Department	Total Proposed Budget	GF Support in Proposed Budget
1-Vibrant Economy			
	Tourism	4,315,657	-
	Technology Services (TS)	4,320,220	
	Health, Housing & Human Services (H3S)	1,974,760	868,501
	Business & Community Services (BCS)	44,714,233	2,906,620
	Transportation & Development (DTD)	34,596,600	3,119,619
1-Vibrant Economy Total		89,921,470	6,894,740
2-Natural Resources			
	Business & Community Services (BCS)	13,196,568	220,200
	Transportation & Development (DTD)	4,496,543	
2-Natural Resources Total		17,693,111	220,200
3-Safe Secure Communities			
	Clackamas 911 (CCOM)	12,207,755	
	Community Corrections	18,653,922	5,144,247
	Disaster Management	4,520,680	3,657,814
	District Attorney (DA)	17,226,302	13,945,508
	Justice Court	4,653,000	
	Juvenile Department	11,868,877	9,789,438
	Law Library	482,223	
	Resolution Services	1,409,617	629,113
	Sheriff's Office (CCSO)	119,220,137	68,998,058
	Transportation & Development (DTD)	8,686,761	1,627,428
	Health, Housing & Human Services (H3S)	215,405,283	8,851,516
3-Safe Secure Communities Total		414,334,557	112,643,122
4-Strong Infrastructure			
	Transportation & Development (DTD)	142,940,798	
4-Strong Infrastructure Total		142,940,798	-
5-Accountable Government			
	Assessment & Taxation	9,884,989	8,335,660
	County Administration	18,957,980	4,820,429
	County Clerk	4,441,078	
	County Counsel	3,301,935	2,468,735
	Finance / Facilities	44,336,346	12,906,356
	Human Resources (HR)	82,913,221	1,329,072
	Public & Government Affairs (PGA)	6,208,962	934,030
	Technology Services (TS)	19,175,083	3,853,290
	Treasurer's Office	1,422,060	1,024,560
	Transportation & Development (DTD)	2,493,669	
	Business & Community Services (BCS)	1,576,706	
5-Accountable Government Total		194,712,029	35,672,132
Total Operating		859,601,965	155,430,194
Total Non-Operating		305,018,474	4,897,990
Grand Total		1,164,620,439	160,328,184

County Staffing Comparison (Regular and Limited Term Positions. Does not include temporary employees.)

Budget Year	FY19-20 Actual	FY20-21 Actual	FY21-22 Estimated	FY22-23 Proposed
FTE	2,207	2,272	2,367*	2,406*

*FTE increase primarily due to staffing for COVID; these positions will be eliminated once funding is no longer available. The remaining FTE increase is in the Sheriff's Office.

Core Values

The County's Core Values – SPIRIT – provide the foundation for the way employees work together and serve the public. These Values serve as a constant reminder of what we expect of ourselves and each other as we face the challenges ahead.



FY 22-23 Proposed Budget Summary

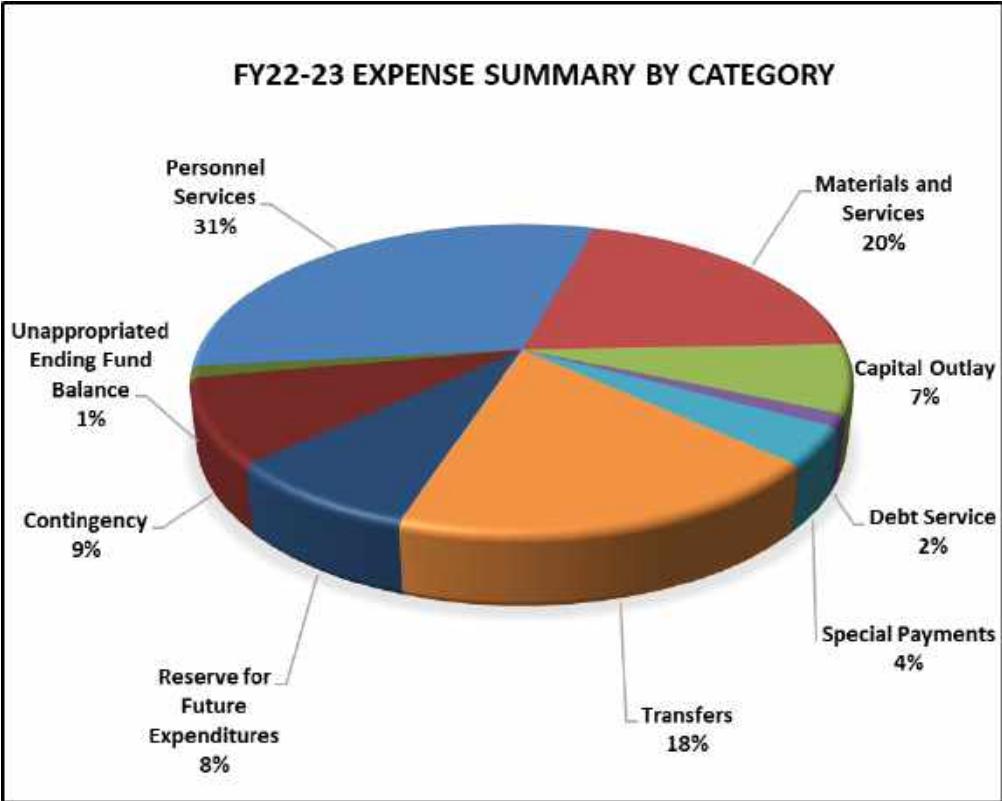
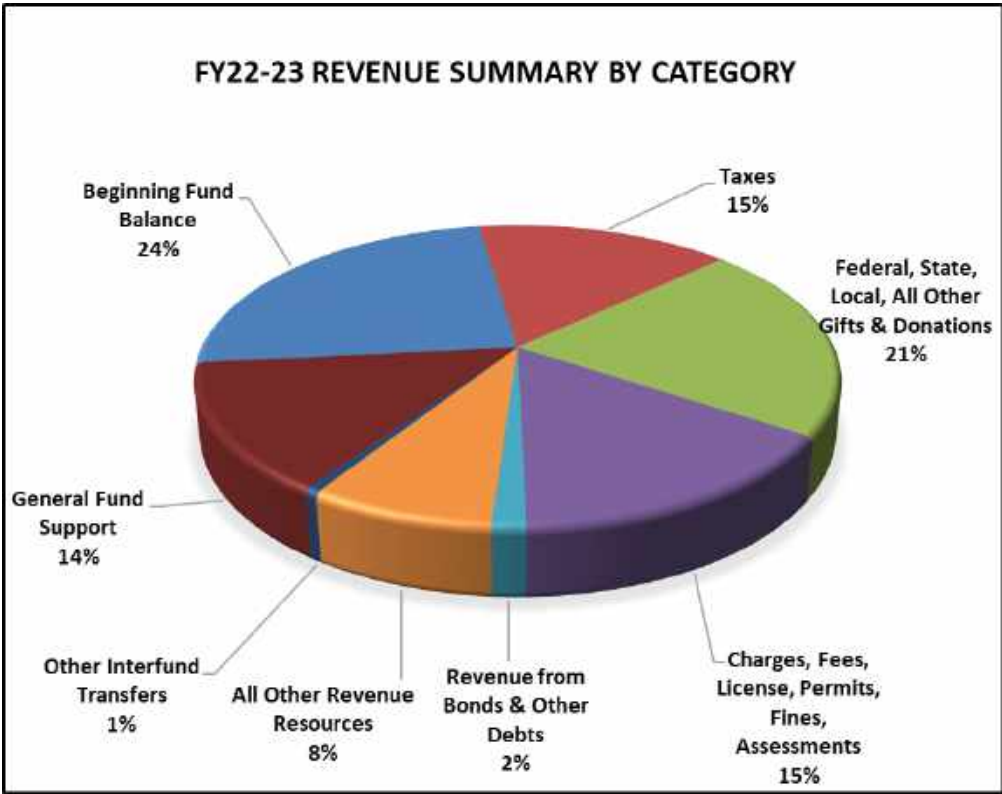
The table below represents summary data comparing the key resources and requirements of the FY21-22 Amended Budget and the FY22-23 Proposed Budget for Clackamas County. The revenues and requirements summarized in this table are derived from six county fund types: General, Special Revenue, Internal Service, Enterprise, Debt Service, and Capital Projects. All funds work together to support the county's operations and account for the intended use of the funding sources.

Clackamas County (Excluding Agencies) Resources and Requirements

	FY21-22 Amended	FY22-23 Proposed	\$ Change	% Change
<u>Resources by Category</u>				
Beginning Fund Balance	257,926,565	283,336,935	25,410,370	9.9%
Current Revenues				
Taxes	158,524,783	178,535,982	20,011,199	12.6%
Federal, State, Local, All Other Gifts & Donations	223,685,375	249,010,361	25,324,986	11.3%
Charges/Fees/License/Permits/Fines/Assessments	181,058,258	177,965,903	(3,092,355)	-1.7%
Revenue from Bonds & Other Debts	1,710,005	16,765,133	15,055,128	880.4%
All Other Revenue Resources	88,898,691	91,943,593	3,044,902	3.4%
Interfund Transfers	11,431,834	6,734,348	(4,697,486)	-41.1%
General Fund Support *	146,492,325	160,328,184	13,835,859	-
Subtotal Current Revenues	811,801,270	881,283,504	69,482,233	8.6%
Total Resources	1,069,727,835	1,164,620,439	94,892,603	8.9%
<u>Requirements by Category</u>				
Personnel Services	343,886,149	360,146,504	16,260,355	4.7%
Materials & Services	243,887,464	234,672,478	(9,214,986)	-3.8%
Capital Outlay	65,200,299	83,347,056	18,146,757	27.8%
Subtotal Current Expenditures	652,973,912	678,166,038	25,192,126	3.9%
Debt Service	14,702,720	15,167,511	464,791	3.2%
Special Payments	65,970,321	45,368,668	(20,601,653)	-31.2%
Interfund Transfers	11,894,681	52,659,741	40,765,060	342.7%
General Fund Support *	146,492,325	160,328,184	13,835,859	9.4%
Reserve for Future Expenditures	61,248,462	95,953,008	34,704,546	56.7%
Contingency	104,235,121	101,920,432	(2,314,689)	-2.2%
Unappropriated Ending Fund Balance	12,210,293	15,056,857	2,846,564	23.3%
Total Requirements	1,069,727,836	1,164,620,438	94,892,604	8.9%

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

Revenue and Expenditures Summary



Budget Development Summary

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

Budget Structure Changes

In FY20-21 the County created a new Chart of Accounts (COA) in the budgeting system and consolidated its eight business units into a single COA. In FY21-22 the County's financial system implemented the new COA in its general ledger module. Work continues on the conversion of payroll, human resources, procurement, and accounts receivable.

Consistent with the values of accountability and transparency, cost allocations are being reviewed with the goals of simplification, cost recovery, and reporting compliance. For FY22-23, a consultant has been hired to assist in meeting these goals and updating the cost allocation process.

In the FY22-23 budget, \$6.0 million in internal service cost allocation charges to General Fund – Non-Departmental - have been restated as a Transfer expense, with a corresponding revenue increase in General Fund Support to the affected departments.

Key Revenues

Countywide, tax revenue is expected to increase by 12.6% or \$20.0 million. A large increase is primarily driven by \$9.1 million in a May 2021 voter-approved Public Safety Levy (Measure 3-566) which replaced and increased an expiring levy to \$0.368 per \$1,000 of assessed property value. The remaining increase of 7.8% or \$11.0 million is from property tax.

Expenditures

Personnel Services: Total County personnel services costs are increasing by 4.7% or \$16.3 million, composed of an increase for COLA of 4.5%, longevity wages, medical, and dental. The PERS rate remains flat as this is the second year of biennial rates. However, PERS contribution rates range from 21.26% to 26.81% of payroll depending on employee hire date and classification.

Materials & Services: Expenses for proposed FY22-23 decreased by -3.8% or (\$9.2) million. This decrease is driven by reductions in Health, Housing & Human Services' Social Services programs as federal funding for COVID-19 is expended.

Capital Outlay: Capital outlay increased by 27.8% or \$18.2 million. All projects that comprise this number are subject to Board approval. What is included for FY22-23 is the planning and design of the new county courthouse in professional services for \$12.4 million, of which \$3.7 million is reimbursed by the state.

Contingency

Board policy requires Contingency to be budgeted at a minimum of 5% of General Fund expenditures. For FY22-23, General Fund Contingency is budgeted at \$27.6 million which includes 7% of the operating budget (personnel, materials and services, capital outlay, and transfers) totaling \$398.2 million.

Reserves

Reserves for Future Expenditures are budgeted, per Board policy, at 10-15% of unrestricted General Fund revenue which is \$155.2 million (property taxes and state shared revenue). In FY22-23 Reserves are budgeted at \$26.1 million, which is 15% of the unrestricted revenue, and meets the Board policy.

Cost Allocation

The County complies with the 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.

Self-Insurance and Benefits Administration

Clackamas County is self-insured for employee health benefits. In the event the County ends its self-insurance plan and has to pay out claims, State statute requires that a reserve be maintained. Additionally there is a claims margin in the event that claims exceed predicted rates. For FY22-23 the Benefits Administration Fee charged to departments is flat. The model considers cost increases and decreases as needed.

Overarching Issues/Changes

Infrastructure Needs

One of the Boards' strategic priorities is to *Build a Strong Infrastructure*. While infrastructure is typically associated with transportation, water, sewer, and power, the County also has a responsibility to ensure its buildings that house key services are adequate to meet the needs of the public. Unfortunately, such structures have not been addressed over the past years bringing a sense of urgency to the need for modern, efficient buildings. As such, planning is currently underway to build a new Courthouse, two libraries, a new Oregon State University extension building, a multipurpose building at the County Fairgrounds and a new Jail (Adult Detention Facility). This proposed budget has placeholders for most of the construction projects, pending final approval by the Board of County Commissioners.

Investments in Public Safety

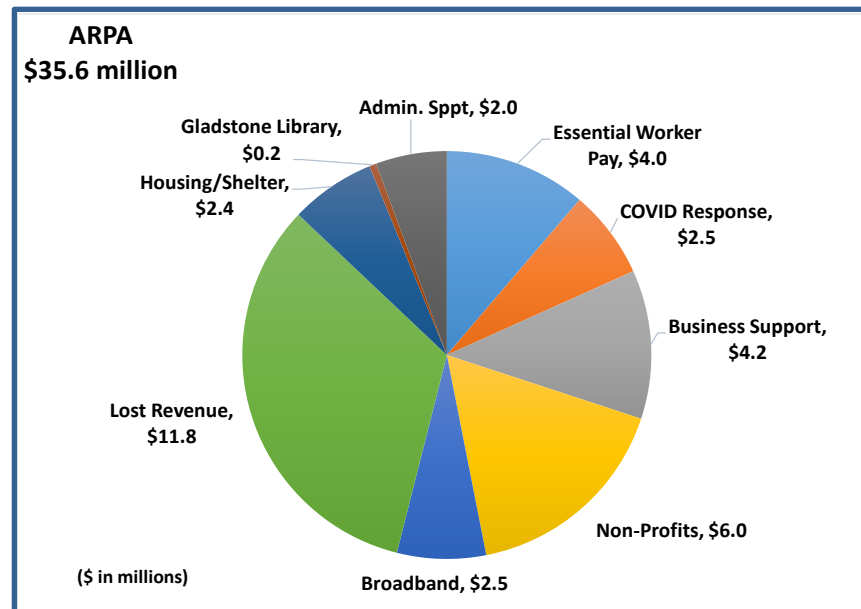
The County continues its financial commitment to Public Safety through the addition of positions in the Sheriff's Office, District Attorney's Office, and Clackamas 911 (CCOM). In addition, the voter-approved Public Safety Levy funded 29 new positions in the Sheriff's Office.

County Policies

Further detail on county policies can be found in the policy subsection of this budget book. Several policies have been updated or created over the two last years with additional detail located in the policy subsection. The County's debt policy and contingency policy are currently in the process of being updated.

American Rescue Plan Act (ARPA)

In May 2021, Clackamas County received approximately \$40.6 million of ARPA funds, and we will receive the same amount after May 2022. ARPA funds must be committed by December 2024 and spent by December 2026. Below are the Board allocations from the first infusion of funds to date. The uncommitted funds of approximately \$5 million will carry over.



Residents are encouraged to go to the county's ARPA webpage, which is kept up-to-date by county staff as the Board makes allocations. www.clackamas.us/recovery.

Labor Shortages

"The Great Resignation" saw 47 million people voluntarily leaving their jobs in 2021 nationwide and 4.3 million workers voluntarily leaving their jobs in February 2022 alone. Clackamas County has not been immune from this trend and has experienced higher than normal resignations resulting in difficulty filling positions across the County. Labor shortages in both internal services and public-facing departments have had an impact on the delivery of services to the public.

COVID 19

For the past two years and counting, the County's response to COVID 19 prioritized placing resources to meet community needs for community members, high-risk settings and populations, workplaces, businesses, schools, health care providers, first responders, community-based organizations, and more.

- Since spring 2020, Clackamas County Public Health has worked with over 30 Community-based organizations (CBOs) in coordinating rental, food, and utility assistance for thousands of families and individuals impacted by COVID-19, as well as planning specialized clinics and distributing COVID-19 vaccines to these important communities.

- Public Health Funding: The County's public health response is funded by FEMA aid, federal and state funding, and ARPA funds. Clackamas County Public Health continues to shift its resources and approach based on community needs. This includes assuring adequate supplies of vaccines, testing, personal protective equipment, public health workers to respond, and timely communication.
- The County has implemented a new Telework Policy which has allowed employees to work in the office - and/or in their homes - as long as the provision of services and availability of staff continue to meet the public's needs.

Investing in Employees

The County values its employees and has made several investments to ensure wages are fair and competitive. As previously stated, the budget includes a 4.5% increase in COLA – compared to 1.8% last year – to adjust for inflation increases. The County also invested \$4.0 million from its ARPA funds to provide additional compensation to essential workers who provided services during COVID-19 and the natural disasters. Additionally, the County has developed a compensation model to comply with the Oregon Equal Pay Act.

Closing Remarks

This past fiscal year continued to be a challenge for the public, elected officials and County employees. The County faced three emergency declarations over an 11 month period (COVID-19, wildfires and ice storm). While the County continues to recover from those events, elected officials and employees never once wavered in serving the public or keeping county operations running as smoothly as possible. While this proposed budget is balanced and sustainable, there are deeper service and resource reductions that will be made in FY 23-24 to ensure an ongoing sustainable budget.

Thanks to all of the elected officials and employees involved in preparing this proposed budget. Thank you to Elizabeth Comfort, Finance Director, Sandra Montoya, Budget Manager and the entire budget team for their dedicated work. Thank you to the Budget Committee for your commitment and service to this important work.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gary Schmidt", is shown on a light-colored background.

Gary Schmidt
County Administrator



Performance Clackamas

Clackamas County Strategic Plan

March 2021 Update



Commissioner
Sonya Fischer

Commissioner
Paul Savas

Chair
Tootie Smith

Commissioner
Martha Schrader

Commissioner
Mark Shull

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.

Goals

- By 2023, the Climate Action Plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.
- By 2026, 10% increase in food production and food production acres from agricultural land in Clackamas County.

Grow a Vibrant Economy

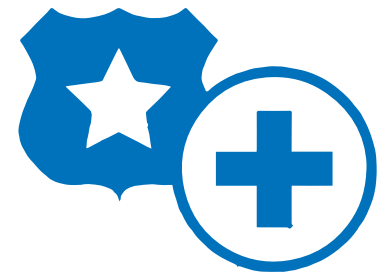


The future prosperity of County residents will be built on good paying jobs that support families, housing affordability, a growing diverse qualified workforce, capital investments that grow current businesses, and on the availability of lands where new businesses can easily locate and expand within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

Goals

- By 2024, 75% of businesses working in Clackamas County report a business-friendly environment that supports stability and growth.
- By 2026, 15% increase in jobs that meet the self-sufficiency standard wage in Clackamas County.

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, homelessness, addictions, behavioral health needs, and reducing crime, are key to making our communities safe. These efforts, combined with success in creating jobs and addressing homelessness, will give definition to the County's efforts to alleviate poverty and will help ensure the safety, health, and security of our residents.

Goals

- By 2025, 1,500 affordable housing units will be developed. These units will be stratified across Area Median Income (AMI) ranges as follows: 700 units at 61-110% AMI and 800 units at 0-60% AMI
- By 2025, new and existing funding for the County's Courthouse, Jail and Law Enforcement operations will be identified from federal, state, regional and local funding sources.

Build a Strong Infrastructure



Ensure long-term investments in infrastructure that will support the diverse needs of Clackamas County residents, including: a thriving economy, living wage jobs, housing and transportation alternatives, and a healthy environment.

Goals

- By 2024, funding for the next phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, regional and local funding sources.
- By 2026, 100% of County residents and businesses - where served - have access to safe and affordable infrastructure: multimodal transportation including roads, sewer and broadband services.

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. Updating the County Courthouse will ensure that key public safety services are safe and accessible to all residents.

Goals

- By July 1, 2022, the County's budget will be structurally sound, sustainable, and 100% tied to results.
- By 2024, County policies and decisions, service delivery, and Board deliberations will be equitable, inclusive and transparent.

Long Term Planning Efforts and Major Initiatives

Performance Clackamas: A strategic plan and process modeled after a process known as Managing for Results (MFR), which emphasizes the relationship between providing budget resources and measurable progress toward declared goals of the governing body. This program has changed the approach to budget development and tracking of outcomes so that measurable progress toward Board goals will be provided to County residents. Clackamas County adopted Performance Clackamas in 2014, and it is regularly updated. The current plan was adopted by the Board of County Commissioners in March 2021 and includes the following five strategic priorities:

- 1. BUILD PUBLIC TRUST THROUGH GOOD GOVERNMENT**
- 2. GROW A VIBRANT ECONOMY**
- 3. BUILD A STRONG INFRASTRUCTURE**
- 4. ENSURE SAFE, HEALTHY, AND SECURE COMMUNITIES**
- 5. HONOR, UTILIZE, PROMOTE AND INVEST IN OUR NATURAL RESOURCES**

As of FY22-23, nearly all departments had 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. (*Strategic Priority-Build Public Trust through Good Government*)

1. BUILD PUBLIC TRUST THROUGH GOOD GOVERNMENT

- A. Equity, Diversity, and Inclusion: Clackamas County has a long history of championing and promoting the principles of equity, diversity, and inclusion (EDI). This includes resolutions valuing EDI (2012, 2015, and 2017), affirming equal pay for women (2015), and condemning violence and racism directed at Black, African Americans, and all People of Color (2020).

Office of Equity and Inclusion: In 2020, Clackamas County created a three-person Office of Equity and Inclusion, to guide, support, and collaborate with employees and residents to foster welcoming communities, and create greater connections where all people thrive and belong.

- B. County Budget: In addition to the customary budget presentation by department and/or fund, the FY22-23 budget also includes tables and graphs, along with this Long-Term Planning and Initiatives section showing information by the Board's Strategic Priorities.
- C. New Chart of Accounts (COA): In FY20-21 the County created a new Chart of Accounts (COA) in the budgeting system and consolidated its eight business units into a single COA. In FY21-22 the County's financial system implemented the new COA in its general ledger module. Work continues on the conversion of payroll, human resources, procurement, and accounts receivable.

- D. Transparent Reporting: Consistent with the values of accountability and transparency, cost allocations are being reviewed with the goals of simplification, cost recovery, and reporting compliance. For FY22-23, a consultant has been hired to assist in meeting the goals and updating the cost allocation process.

In the FY22-23 budget, \$6.0 million in internal service cost allocation charges to General Fund –Non Departmental have been restated as a Transfer expense, with a corresponding revenue increase in General Fund Support to the department.

2. GROW A VIBRANT ECONOMY

- A. Economic Development: Clackamas County received a 2021 Achievement Award from the National Association of Counties (NACo) for its program, **COVID 19 Business Support Program: No Small Business Left Behind**, in recognition of the following four efforts:

- i. Business Recovery Centers: One-stop shops to provide pandemic recovery assistance and resources. Services in multiple languages, connecting small businesses to financial, technical, and educational resources.
- ii. Grants / Partnership with MESO (*Micro Enterprise Services of Oregon*): Distributed more than \$8 million in grants, as well as technical assistance, to local small businesses and childcare providers.
- iii. Lewis & Clark Small Business Legal Clinic (SBLC): Both COVID-19 impacted businesses, as well as a low-income small business with non-COVID-related matters, and any returning businesses with new legal issues are eligible to receive services.
- iv. Clackamas Community College Scholarships: Clackamas County provided \$100,000 in scholarships to help students finish their degrees.

- B. Economic Development Commission: The mission of our EDC is to create prosperity by fostering balanced economic development in Clackamas County through a partnership with the government and the private sector. The EDC has revamped the bylaws around business representation to reflect the current economic landscape.

- i. Business Development: Economic Development staff assists businesses looking to locate or expand in Clackamas County.
- ii. Land Bank Authority (LBA): This project is on pause. Staff is working with Business Oregon to determine if there is flexibility to utilize existing grant funding while project is on pause.

- iii. DTD's Development Direct: Clackamas County's new online development services permitting system, Development Direct, went live in September 2021 after more than a year of a temporary online system created to meet the needs of customers when the pandemic began.
- iv. Development Direct allows community members and developers to apply for and receive permits entirely online.

3. BUILD A STRONG INFRASTRUCTURE

- A. Housing: Clackamas County keenly focuses on the well-being of all our families and communities. Continual investments made in affordable housing development, transitional shelter, rental assistance, and supportive services to those in need, are key to making our communities safe, healthy, and prosperous.

Clackamas Supportive Housing Services Program: In May 2020, Metro voters passed the Supportive Housing Services (SHS) measure, raising money to provide permanent supportive housing for people experiencing homelessness or at risk of experiencing homelessness. Clackamas County will receive 21.33% of the total revenue generated to provide services.

Specific services components in the SHS Program continuum of care include:

- i. Supportive housing case management
- ii. Regional long-term rent assistance
- iii. Short-term rent assistance
- iv. Eviction prevention
- v. Housing placement/navigation
- vi. Emergency/transitional shelter
- vii. Outreach

- B. Planning and Land Use - Land Use Housing Strategies: The Planning & Zoning Division is amid a three-phase strategy to help ensure that the county's Comprehensive Plan and zoning codes support meeting the growing need for more housing options.
- C. Tolling: The state has proposed tolling as a way to fund capital projects and manage congestion. In 2017, the State Legislature identified I-205 as a major bottleneck of statewide significance while also directing ODOT to pursue tolling of the I-5 and I-205 corridors within the region.

Tolling is coming in some form to Oregon, so we have to be at the table. Our mission is to engage in these conversations to ensure the best possible outcome for our residents, and to make sure that traffic diversion caused by highway tolling does not harm our local communities.

As it stands right now, tolling is likely to begin on I-205 in late 2024, and tolling in the rest of the region is expected to begin in 2025. The Board is working hard for the best possible outcome for Clackamas County, and we are continuing to push ODOT to find alternative funding to reduce the need for tolling.

- D. Transportation Funding: The Community Road Fund (CRF), supported by revenue from the countywide vehicle registration fee, has been in place since January 2020. This consistent source of local revenue for county roads has already resulted in several completed road safety and paving projects, with many more to come.
- E. Clackamas Regional Center Mobility Improvements Project: After almost two years of construction, the Clackamas Regional Center Mobility Improvements Project is finished with more than 30 separate projects that increase safety and improve traffic flow and access for motorists, bicyclists, pedestrians, and transit riders in the Clackamas Regional Center.

The array of improvements was recommended by an advisory group made up of area stakeholders and evaluated by technical representatives with input from the public and community groups. The \$26 million investment was funded by tax increment revenue raised by the Clackamas Town Center Urban Renewal District Project.

- F. Five-Year Transportation Capital Improvement Projects Program: The 64 major transportation projects included in this recently approved program, estimated to cost a total of \$122 million, are needed to improve safety and enhance capacity by upgrading existing roads, improving bridges and culverts, installing Intelligent Transportation System (ITS) projects – such as signal systems – and completing major capital repairs.
- G. Other Transportation Projects
 - i. Damascus Mobility Plan: This project to develop a transportation system plan for the area that was formerly the city of Damascus has been underway since early 2021 and is expected to be completed later this year. The plan identifies roadway improvements to enhance safety, equity, and mobility for the traveling public in the Damascus area over the next 20 years, focusing on passenger and freight vehicle travel.
 - ii. Five-year pavement management program: In 2021, our Transportation Maintenance division hired a consultant to develop a pavement management plan to help reduce the number of roads that reach the level of reconstruction, which means we can improve the quality of more roads each year. This program is new to Clackamas County and will be a huge benefit to our team and the traveling public.

4. ENSURE SAFE, HEALTHY, AND SECURE COMMUNITIES

- A. Emergency Preparedness Council: In response to the disasters the county has already experienced, the County has formed a community-based Emergency Preparedness Council. This advisory council will provide community input around specific aspects of disaster planning and response for all types of hazards while strengthening community engagement around emergency preparedness. The council will also review after-action reports following response to disasters and address any identified gaps or areas of improvement that would benefit from additional community involvement.
- B. County's ongoing response to COVID-19: For the past two years and counting, Clackamas County's response to COVID-19 prioritized placing resources to meet community needs for community members, high-risk settings and populations, workplaces, businesses, schools, health care providers, first responders, community-based organizations, and more.
 - i. Cases and Deaths: Oregon had the lowest case rate in the nation, with a tally of 17,980 cases per 100,000 residents. Oregon was also the eighth lowest in the nation as far as deaths.
 - ii. Vaccinations: In Clackamas County, over 311,000 community members received the vaccine – this represents over 73% of the entire population in the county.
 - iii. Partnerships: Since spring 2020, Clackamas County Public Health has worked with over 30 Community-based organizations (CBOs) in coordinating rental, food, and utility assistance for families and individuals impacted by COVID-19, as well as distributing COVID-19 vaccine to these important communities.
 - iv. Public Health Funding: The County's public health response is funded by FEMA aid, federal and state funding, and ARPA funds. Clackamas County Public Health continues to shift its resources and approach based on community needs.
- C. American Rescue Plan Act (ARPA): Provides emergency relief funding to local governments. In May 2021, Clackamas County received approximately \$40.6 million of these funds to be used per Federal regulations allow, and we will receive nearly the same amount after this coming May (2022). These funds must be committed by December 2024 and spent by December 2026.

Below are the current BCC allocations from the first infusion of funds (\$40.6 million), by these acceptable categories:

- i. Supporting Public Health Response
 - ❖ \$2.5 million for the continued COVID response by our Public Health Division, Behavioral Health Division, and Emergency Operations Center

- ❖ \$2.23 million has been allocated to cover the costs of a hotel/motel emergency sheltering program
- ❖ \$156,000 was dedicated to temporary hotel shelter/other warming shelter activities
- ii. Address Negative Economic Impacts
 - ❖ \$4 million in business support
 - ❖ \$6 million in nonprofit support
 - ❖ \$4 million for programs assisting communities hardest hit by COVID,
 - ❖ \$2 million for nonprofits helping those communities with basic needs
 - ❖ \$150,000 for local business recovery centers
 - ❖ \$200,000 for the Gladstone Library
- iii. Replace Public Sector Revenue Loss
 - ❖ \$11,797,970 total in this area. Most of these dollars are going back into public services that reinvest in our communities. For example, performing maintenance in public parks, which was previously deferred.
- iv. Invest in Water, Sewer, and Broadband infrastructure
 - ❖ \$2.5 million in broadband infrastructure for underserved communities.
- v. Premium Pay for Essential Workers
 - ❖ \$4,007,182 million in premium pay

\$2 million was also allocated for ARPA funding administration/software.

Some allocations from the future \$40.6 million have already been voted on, such as an additional \$7.6 million for further broadband expansion (for a total of \$10.1 million). Residents are encouraged to go to the county's ARPA webpage, which is kept up-to-date by county staff as the Board makes allocations. www.clackamas.us/recovery.

D. Public Health

- i. Public Health Modernization: Clackamas County Public Health is actively implementing Public Health Modernization in line with House Bill 3100, passed by the Oregon legislature in 2015.
- ii. Blueprint for a Healthy Clackamas County: The Blueprint is the county's community health improvement plan. This year \$600,000 in total grants was awarded to support community-led, health-based programs that advance health equity for priority populations, fill a service gap and address health disparities in the county.

- iii. 2022-2024 Public Health Strategic Plan: In January 2022 Clackamas County Public Health rolled out a new strategic plan that provides a roadmap to expand and deepen its commitment to public health modernization. This plan is intended to provide guidance and direction, as well as three central priorities on how we will think about our work across program areas:
 - Racial Health Equity and Cultural Responsiveness
 - Communication and Outreach
 - Accountability and Stewardship
- E. Suicide Prevention: In 2021, the rate of suicide for 55 – 64-year-olds remained the highest of all age groups, with the majority of these deaths being men. Age groups 25-34, 35-44, and 45-54 have all declined since 2016. The county has taken steps to promote stigma reduction and suicide prevention.
- F. Libraries: Since 2018, Clackamas County and the North Clackamas Parks & Recreation District (NCPRD), in partnership with the city of Gladstone, have been working to bring two libraries, a community center, and a park to the Oak Lodge and Gladstone communities. In 2021, updated calculations showed that funds available for the projects would be less than expected, and would not be enough to cover all project costs – especially for the Oak Lodge Library and the Concord Community Center and Park. This was largely caused by COVID-19 pandemic-related program and operation cuts in FY20-21, and a reduction in NCPRD's tax base due to the withdrawal of Happy Valley from NCPRD. As a result, plans for the Concord Property were temporarily delayed to give staff, the task force, and the community more time to identify options that align community priorities, design, and funds.
- G. Metro Affordable Housing Funds: Metro voters passed the Housing Bond funds in 2018, which will bring in over \$116 million to Clackamas County for purchasing land for buildings, constructing new homes, and purchasing and renovating existing housing to ensure long-term affordability.

5. HONOR, UTILIZE, PROMOTE AND INVEST IN OUR NATURAL RESOURCES

- A. Climate Action Plan Project: In its *Performance Clackamas* plan, the Board has codified the goal to develop a Climate Action Plan by 2023 to reach the goal of being carbon neutral by 2050. The cross-departmental Climate Exchange group hired a consultant team in late 2020 to develop the Climate Action Plan, while simultaneously pursuing climate actions that can proceed independently of the plan update. The plan will include a climate lens intended to apply to county programs, policy decisions, operations, and projects.

Key Legislative Priorities

- In March, the Oregon State Legislature approved \$94.5 million in bond funding for Clackamas County to build a new county courthouse to replace the structurally-deficient Courthouse Building constructed in 1936. In 2021, County Commissioners approved a public-private partnership (P3) plan to build the new courthouse by 2025 at an estimated cost of \$189 million. The P3 approach was determined to be the most cost-effective, low-risk plan based on extensive analysis of alternatives.
- The Legislature previously prioritized the I-205 Widening & Seismic Improvements project. The project is out to bid and construction is on track to begin this summer.
- The legislature passed a \$400 million package to address the housing crisis and improve housing stability for low-income households. The legislation includes significant new funding for Clackamas County housing and homelessness efforts.

2022 Federal Legislative Priorities

- Clackamas County is working with ODOT to prioritize federal funding to help pay for the I-205 Improvements Project. We are working closely with our congressional delegation in support of this effort.
- Willamette Falls Locks: Clackamas County, Metro, Oregon City, and the state of Oregon continue working closely to build a river walk on the old Blue Heron Paper Mill site in Oregon City. A world-class river walk will inspire redevelopment of the site, contribute to the extension of Main Street in downtown Oregon City, and increase regional tourism. Last month, President Biden signed the FY 22 federal budget into law, which included \$6.2 million for the Army Corps to complete essential seismic repairs to the Locks prior to transferring the facility to the Authority.
- Federal forestland comprises approximately 50% of our county land. The county is advocating for responsible and sustainable management of federal forest lands to create a predictable, long-term funding source while also reducing wildfire risk.
- Over 90% of funding for human service programs comes from either the federal or state government, so we are closely monitoring federal budgets to ensure that our programs are receiving adequate funding to meet the needs of our most vulnerable residents.

BUDGET DOCUMENT

The FY22-23 budget for Clackamas County is detailed in this book and contains information regarding the County budget as a whole as well as individual department and fund descriptions and summaries. It is designed to provide budget focus in an easily understandable format and convey summary financial and service level information to increase the reader's understanding of the budget process and the functions of the Clackamas County government. It makes generous use of narrative explanations and graphical displays to enhance readability.

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

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

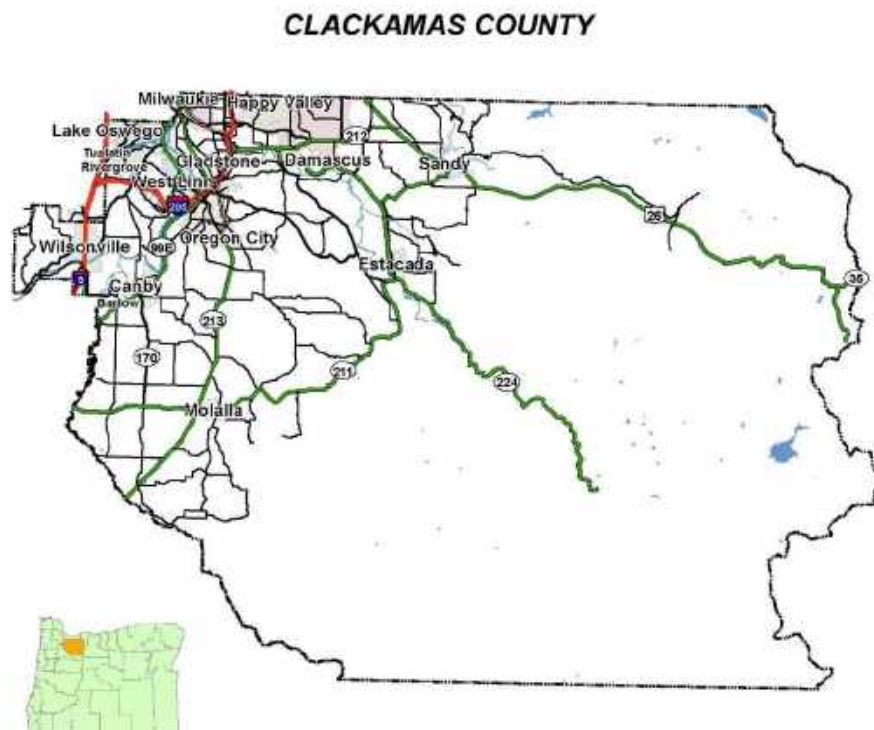
ABOUT THE COUNTY

Profile of the Government

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

According to the Portland State University Population Research Center, Clackamas County now has an estimated population of 425,316 as of April 2022. Clackamas County remains one of the more developable parts of the tri-county metropolitan area. As housing prices continue to rise in the Portland metropolitan area, due to low supply and increasing demand, home buyers are looking to urban areas within Clackamas County.

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



Governing Board

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

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

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

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

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

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

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

PUBLIC INVOLVEMENT

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

In addition to budget matters, there are over fifty other advisory boards and commissions working on a wide variety of issues of interest to County citizens. Detailed information about each of these groups can be found online at <https://web3.clackamas.us/abc/abc.jsp>.

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.

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

BASIS OF ACCOUNTING AND BUDGETING

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

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

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

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

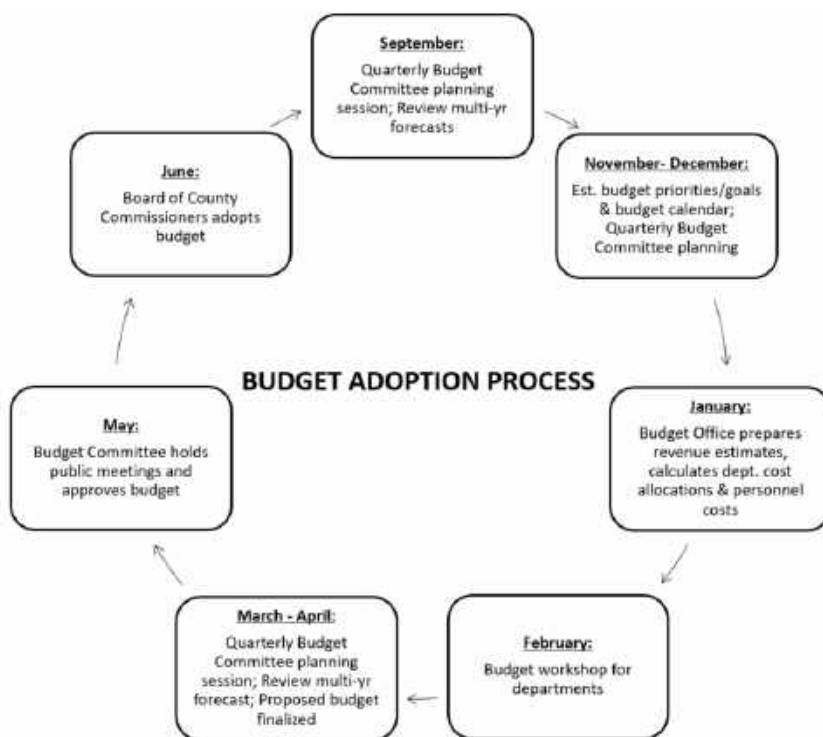
The County maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in Oregon Revised Statutes, Chapter 294 which prescribes the format and content of local government budgets in the state. All of the General Fund, special revenue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

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

BUDGET ADOPTION PROCESS

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

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



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

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

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

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

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

BUDGET REVISION PROCESS

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

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

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

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

Clackamas County Quick Facts

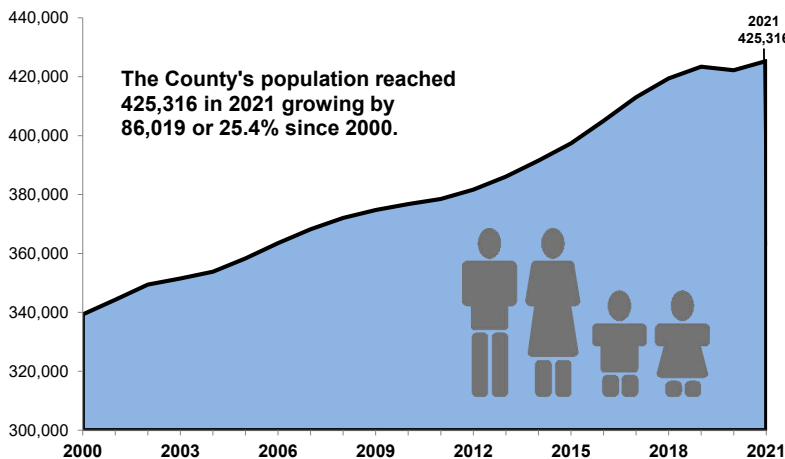
Updated 04/06/22



Clackamas County — Just the Numbers:

Land Area:	1,879 sq. miles
City, County & State Roads:	2,428 miles
Persons per sq. mile:	226
% of National Forest:	52%
2021 Population:	425,316
Civilian Labor Force:	228,994 Feb/22
Employed Labor Force:	220,881 Feb/22
Unemployment Rate:	3.5% Feb/22
2020 Average Industry Wage:	\$59,586
Per Capita Income (2020):	\$42,638

Clackamas County Population: 2000-2021



Population

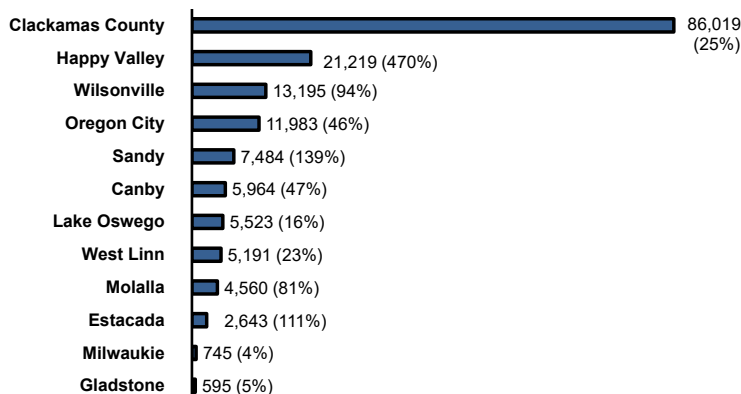
Clackamas County's population reached 425,316 in 2021 and has grown by 25.4% since 2000 adding 86,019 residents.

By 2045, the county's population is projected to reach 566,573 with 23% of its population (0-19 years), 22% (20-39 years), 27% (40-59 years), 19% (60-79 years), and 8% (80 years or older).

Since 2000, the cities that added the most residents included Happy Valley (21,219), Wilsonville (13,195), and Oregon City (11,983). The cities with the highest population growth rates included Happy Valley (470%), Sandy (139%), Estacada (112%), Wilsonville (94%) and Molalla (81%).

Population Growth: 2000-2021

Clackamas County and Incorporated Cities



Source: Population Research Center, PSU, July 1, 2000-2021 estimates

City Population Estimates - 2021

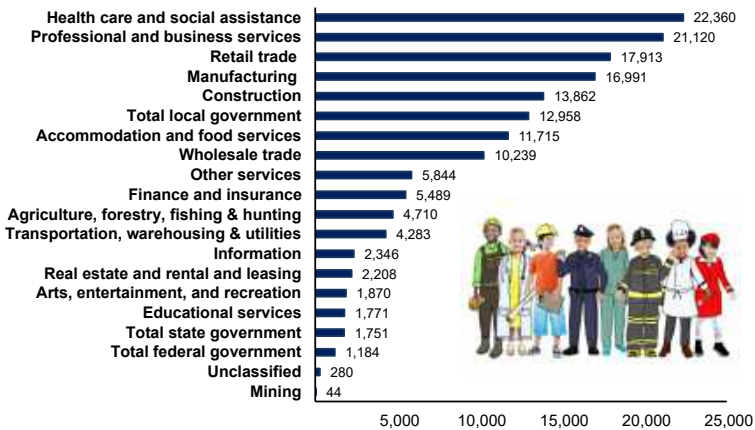
Canby	18,754
Estacada	5,014
Gladstone	12,033
Happy Valley	25,738
Johnson City	537
Lake Oswego*	40,801
Milwaukie	21,235
Molalla	10,207
Oregon City	37,737
Sandy	12,869
West Linn	27,452
Wilsonville*	27,186

Source: Population Research Center, PSU, July 2021 estimates

* City is located and has population in more than one county.

Industry and Labor Force

**Average Broad Industry Employment,
Clackamas County: 2020**



Source: Oregon Employment Department, QCEW, 2020

Industry Employment

The average annual covered employment in Clackamas County was 158,937 in 2020. This was a decrease of -10,315 jobs since 2019.

Eight broad industries made up nearly three-fourths (80%) of all employment and these industries included health care and social assistance (22,360); professional and business services (21,120); retail trade (17,913); manufacturing (16,991); construction (13,862); local government (12,958); accommodation and food services (11,715); and wholesale trade (10,239).

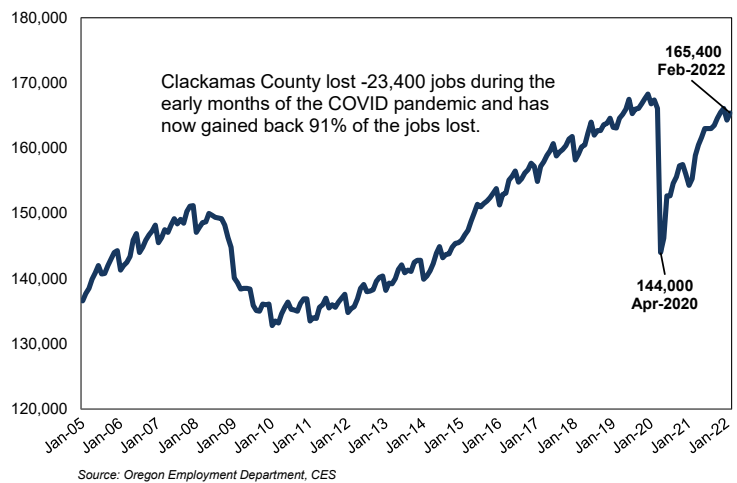
Monthly Employment Statistics

During the start of the pandemic, nonfarm employment in the county fell from 167,400 in February 2020 to 144,000 in April 2020 with a loss of -23,400 jobs. Since February 2022, the county has added back 21,400 or 91% of the jobs lost.

The unemployment rate in Clackamas County was at 3.5% in February 2022 and has fallen by 10.3 percentage points since the highest unemployment rate a-year-ago of 13.8% (*not seasonally adjusted*).

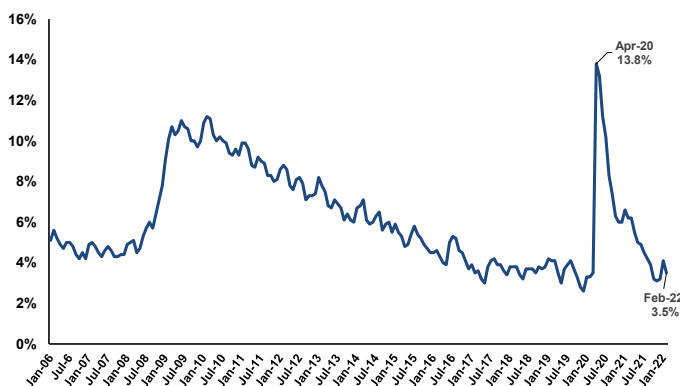
All incorporated cities within Clackamas County have experienced job growth since the COVID pandemic (April 2020 to February 2022). The cities with the highest number of jobs added were Oregon City (3,318) and Lake Oswego (3,288). All cities had job growth rates of 18.3% or above. Clackamas County had an employment growth rate of 19.2% during this period adding 35,649 jobs.

**Monthly Nonfarm Employment: Clackamas County
2005-2022 (by place of business) *not seasonally adjusted***



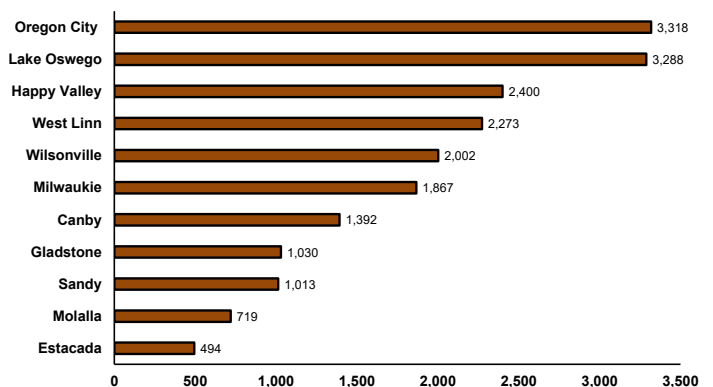
Source: Oregon Employment Department, CES

**Unemployment Rate: Jan-2006 to Feb-2022
Clackamas County (*not seasonally adjusted*)**



Source: Oregon Employment Department, LAUS

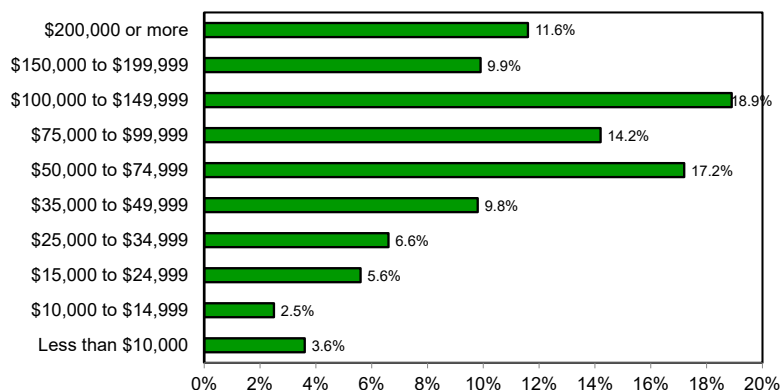
**Growth in Resident Employment
Incorporated Cities in Clackamas County
April 2020 to February 2022**



Source: Oregon Employment Department, LAUS

Household Income and Educational Attainment

Household Income
Clackamas County, 2020
(Median Household Income: \$82,911)



Source: Census, ACS, 2020 5-Year Estimates, Table DP03

Income

The median household income in Clackamas County during 2020 was \$82,911 compared to \$80,294 a-year-ago.

In 2020, 11.7% or 18,628 households had incomes of less than \$25,000.

Less than one-fifth (16.4%) or 26,186 households had incomes of \$25,000 - \$49,999.

Nearly one-third (31.4%) or 50,057 households had incomes of \$50,000 - \$99,999.

Two-fifths (40.4%) or 64,459 households had incomes of \$100,000 or higher.

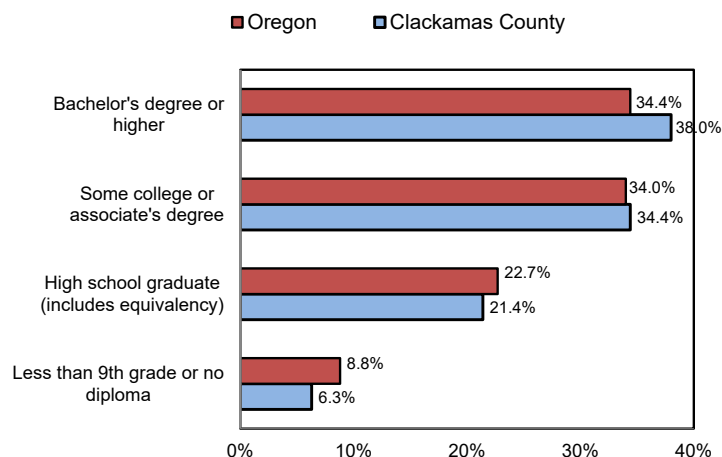
Education

Compared to Oregon, Clackamas County had a higher portion of its population (25 years and older) who were college educated with a bachelor's degree or higher (38%) in 2020.

Contrastingly, the county had a lower portion of its population with less than 9th grade or no diploma (6.3%) and a slightly lower portion of its population who were high school graduates (21.4%).

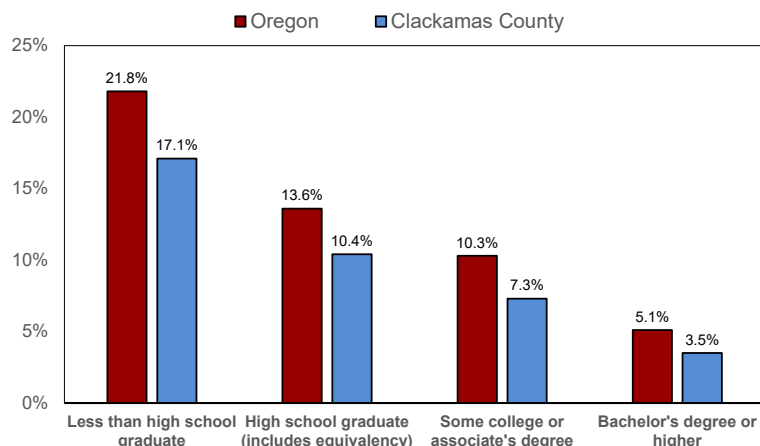
A little over one-third of both the county and state population had some college or an associates degree in 2020.

Educational Attainment: 2020
(Population 25 years and over)



Source: Census, 2020 ACS 5-year estimates, Table S1501

Poverty Rate for Population 25+ by Educational Attainment: Clackamas County and Oregon (2020)



Source: Census, ACS, 2020 5-year estimates, Table S1501

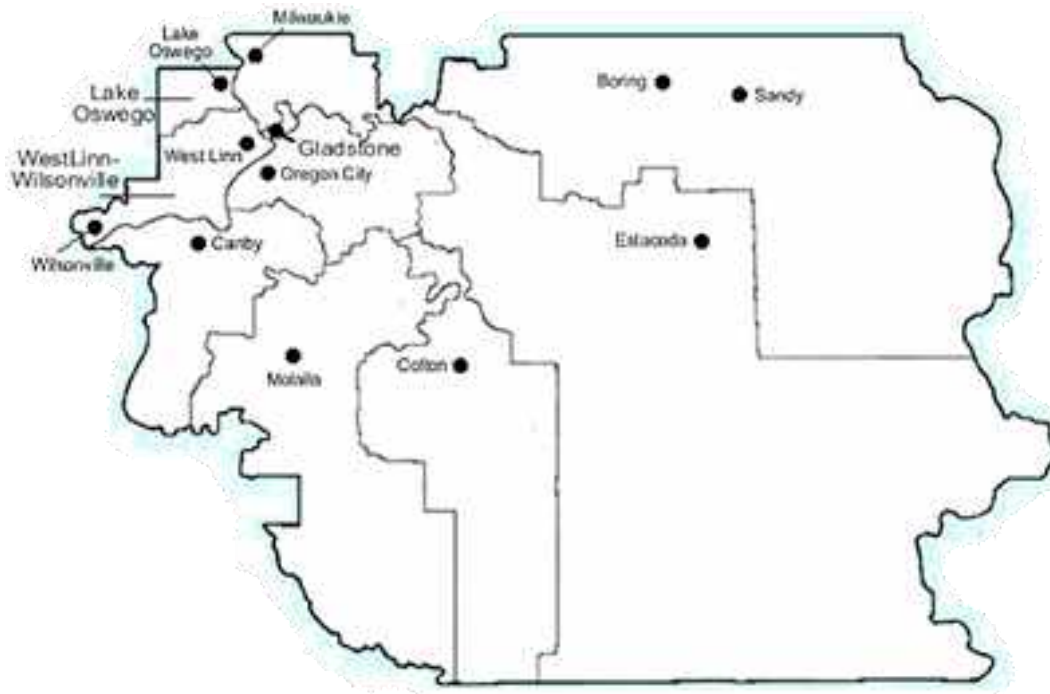
Poverty

In 2020, the average poverty rate of all people living in Clackamas County was at 7.5 percent compared to 12.4 percent in Oregon.

The level of educational attainment seemed to significantly influence the rate of poverty in the county in 2020.

Clackamas County residents with less than a high school education had a much higher poverty rate at 17.1% than residents with either a high school diploma (10.4%), some college or associate's degree (7.3%), or a bachelor's degree or higher (3.5%).

Cities in Clackamas County



City Demographic Fast Facts

2020	Median Age	Bachelor's Degree or Higher (25 years and older)	Median Household Income	People whose income in past 12 months is below the poverty level	Veteran Status	Disability Status	Civilian noninstitutionalized population with health insurance coverage	Total households with broadband internet subscription
Clackamas County	41.7	38.0%	\$82,911	7.5%	7.8%	12.0%	94.5%	89.4%
Canby	39.3	27.3%	\$74,825	9.4%	8.0%	13.6%	92.5%	88.4%
Estacada	36.8	17.1%	\$73,398	17.4%	17.5%	14.6%	92.8%	78.8%
Gladstone	39.1	26.5%	\$69,266	14.8%	10.4%	17.9%	94.5%	86.7%
Happy Valley	39.2	52.6%	\$124,381	3.4%	6.3%	6.8%	95.5%	94.9%
Lake Oswego	46.4	73.0%	\$114,444	3.2%	6.0%	8.3%	97.1%	95.0%
Milwaukie	39.2	37.9%	\$70,037	9.9%	6.8%	11.6%	93.9%	88.0%
Molalla	34.8	14.9%	\$68,590	10.9%	8.1%	12.3%	95.3%	88.3%
Oregon City	36.9	29.3%	\$81,039	5.7%	8.2%	12.5%	93.9%	90.8%
Sandy	34.6	18.2%	\$81,262	8.4%	7.4%	13.2%	94.5%	93.3%
West Linn	43.5	62.2%	\$119,415	5.6%	7.0%	9.3%	97.3%	92.5%
Wilsonville	36.5	44.7%	\$72,541	9.1%	6.3%	10.4%	95.0%	89.0%

Source: Census, ACS, 2020 5-year estimates, Tables DP02, DP03, and B01002

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

Statement of Philosophy

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

Fees and Charges

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

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

Note: This policy is currently being reviewed.

Capital Improvement Plan

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

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

Capital Outlay Expenditures

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

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

Budget Amendments

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

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

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

Inflation Guidelines

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

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

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

Revenue Policy

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

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

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

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

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

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

Budgeting Fund Balance

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

Budgeting Contingency Amounts

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

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

Use of Contingency

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

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

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

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

Travel

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

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

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

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

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

Financial Assistance

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

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

The Manual shall at a minimum include:

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

Procurement Cards

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

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

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

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

Policy on Reserves for Future Expenditures and Contingency

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

1. **Contingency** – a non-spendable account 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.

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

Debt Issuance and Management Policy

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

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

Reason for Issuing Debt

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

Types and Amounts of County Indebtedness

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

1. General Obligation Bonds will be issued to finance improvements that benefit the community as a whole. In accordance with Oregon State Law, permission to issue general obligation debt must be authorized by the electorate of the County. In accordance with ORS 287A.100, total general obligation indebtedness will not exceed 2 percent of the real market value of all taxable property in the County. General Obligation debt will not be issued for enterprise activity.
2. Limited Tax General Obligation Bonds will be issued to finance Local Improvement District projects, in accordance with the Clackamas County Local Improvement District Ordinance.
3. Revenue Bonds may be issued to finance facilities 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 under review and an updated version is expected to be formally considered in/or before FY22-23.

Summary of Resources and Requirements

Total Budget Summary

Below is a summary of Clackamas County's financial resources and requirements over the last four years. Audited revenues and expenditures are available for FY19-20 and FY20-21. For FY21-22, both the amended budget (through March 2022) and projected actual resources and expenditures are shown. Finally the proposed budget for FY22-23 is presented. Since both actual data and budgets are shown, it is important to be careful when comparing as budgets are a spending plan. As the Beginning Fund Balance line indicates, not all resources are spent during a year and actual expenditures should be less than budgeted expenditures.

The Clackamas County budget for FY22-23 totals \$1.2 billion, which amounts to an increase of \$94.9 million or 8.9% from the FY21-22 Amended budget. This general overview is intended to provide brief explanations of the major categories reported and highlight significant changes with particular attention to differences between the two budget columns. More complete information about fund and department specific resources and expenditures are presented throughout the subsequent sections of this book.

	FY19-20 Actuals	FY20-21 Actuals	FY21-22 Amended	FY21-22 Projected	FY22-23 Proposed	\$ Change	% Change
Resources by Category							
Beginning Fund Balance	234,701,867	238,062,078	257,926,565	277,550,366	283,336,935	25,410,370	9.9%
Current Revenues							
Taxes	150,577,620	158,867,542	158,524,783	164,399,719	178,535,982	20,011,199	12.6%
Federal, State, Local, Other Donations	140,718,265	174,098,210	223,685,375	234,284,589	249,010,361	25,324,986	11.3%
Charges/Fees/License/Permits/Fines	157,900,916	165,330,509	181,058,258	170,316,870	177,965,903	(3,092,355)	-1.7%
Revenue from Bonds & Other Debts	1,984,386	56,812,638	1,710,005	5,910,523	16,765,133	15,055,128	880.4%
All Other Revenue Resources	77,907,997	79,487,768	88,898,680	82,553,239	91,943,595	3,044,915	3.4%
Interfund Transfers	130,179,736	119,697,158	11,431,834	9,436,561	6,734,348	(4,697,486)	-41.1%
General Fund Support *	-	-	146,492,325	145,504,892	160,328,184	13,835,859	9.4%
Subtotal Current Revenues	659,268,920	754,293,825	811,801,259	812,406,392	881,283,506	69,482,246	8.6%
Total Resources	893,970,787	992,355,903	1,069,727,824	1,089,956,758	1,164,620,441	94,892,616	8.9%
Requirements by Category							
Personnel Services	285,793,013	299,195,596	343,886,149	316,971,930	360,146,504	16,260,355	4.7%
Materials & Services	177,580,629	180,540,059	243,887,464	206,239,750	234,672,478	(9,214,986)	-3.8%
Capital Outlay	16,215,117	27,418,578	65,200,299	47,177,407	83,347,056	18,146,757	27.8%
General Fund Support *	-	-	146,492,325	145,504,892	160,328,184	13,835,859	9.4%
Subtotal Current Expenditures	479,588,759	507,154,232	799,466,237	715,893,979	838,494,222	39,027,985	4.9%
Debt Service	13,886,648	48,540,765	14,702,720	14,702,720	15,167,511	464,791	3.2%
Special Payments	30,957,987	39,191,859	65,970,321	64,109,101	45,368,668	(20,601,653)	-31.2%
Interfund Transfer	130,179,736	119,972,481	11,894,681	11,914,025	52,659,741	40,765,060	342.7%
Contingency	-	-	104,235,121	-	101,920,432	(2,314,689)	-2.2%
Appropriated Expenditures	654,613,130	714,859,338	996,269,080	806,619,824	1,053,610,574	57,341,494	5.8%
Reserve for Future Expenditures	-	-	61,248,462	-	95,953,008	34,704,546	56.7%
Year End Projected Balance	-	-	-	283,336,935	-	-	-
Unappropriated Ending Fund Balance	-	-	12,210,293	-	15,056,857	2,846,564	23.3%
Total Requirements	654,613,130	714,859,338	1,069,727,835	1,089,956,759	1,164,620,439	94,892,604	8.9%

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

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, 2022, based upon the current budget. These are moneys that should be available for the FY22-23 budget year given several critical assumptions. This estimate is predicated upon the following:

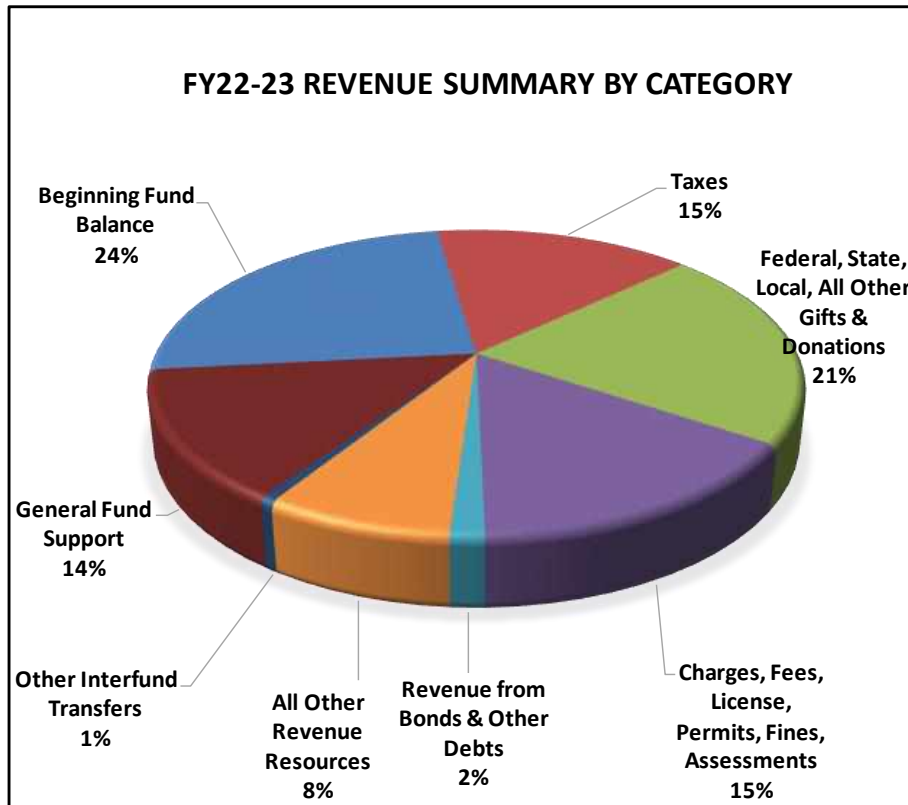
- *The estimated beginning fund balance is accurate* - As is explained in the Revenue Analysis section, this is a projection which is being made with the best information available at the time the budget was formulated. Not all transactions and end of year adjustments for FY21-22 have been recorded and the books have not yet been audited.
- *New revenues will be recognized during the fiscal year* - Undoubtedly, additional resources will become available, primarily through new grants, and may be recognized. To the extent that they are recognized but not entirely needed, they will be added to the ending balance.
- *Current revenues will come in and current expenditures will be made as budgeted* - Again, actual experience is certain to be different than the budget. The budget is a plan representing the most that can be spent.
- *No contingency or reserve amounts will be spent* – Some transfers from contingency may be required.
- Per these assumptions, actual ending fund balances for FY21-22 should exceed the projections. The following table is a countywide summary. More complete information for each fund is available in the “Budget by Fund” section.

Summary of Resources and Requirements

Estimated Year End Financial Position

Fund	Beginning Fund					Ending Fund Bal
	Balance 07/01/2022	Revenues	Expenditures	Transfers In	Transfers Out	06/30/2023
911 Center Fund	1,558,600	10,649,155	11,376,398	-		831,357
Capital Projects	3,620,956	3,702,000	15,463,088	10,140,132		2,000,000
Clackamas Broadband Utility	100,000	2,705,220	2,760,013	-		45,207
Clackamas County Debt Service	100,970	3,146,530	9,429,440	6,181,940		-
Clackamas County Debt Service - GO	282,707	5,153,123	5,435,830	-		-
Clackamas Health Centers	11,842,567	50,273,397	50,273,397	-	-	11,842,567
County Fair Fund	3,645,293	1,757,168	5,590,495	553,266		365,232
County School Fund	366,463	518,000	884,463	-		-
Countywide Transportation SDC Fund	17,844,219	2,750,750	460,090	-	1,100,000	19,034,879
Development Services Fund	11,219,147	9,300,210	10,736,441	-		9,782,917
Facilities Management Fund	3,802,434	12,505,268	14,484,699	1,418,950	2,000,000	1,241,952
Fleet Services Fund	454,627	5,884,930	6,345,754	100,000		93,803
General Fund	78,704,017	258,370,825	237,487,573	129,820,688	160,676,305	68,731,652
Health Housing & Human Services Fund	21,329,554	119,770,245	110,633,373	10,435,327	33,231,220	7,670,533
Law Library Fund	124,350	357,873	454,871	-		27,352
Library Network	5,152,239	19,727,946	25,680,650	2,906,620		2,106,155
Lottery Fund	2,430,185	3,362,704	5,035,528	100,000	63,000	794,361
Parks & Forestry Fund	3,087,749	5,053,636	4,991,928	545,946		3,695,402
Property Resources Fund	2,326,718	678,800	1,409,122	-	100,000	1,496,396
Public Land Cor Pres Fund	1,507,328	875,000	1,066,914	-		1,315,414
Risk Management Claims Fund	12,664,838	5,324,626	5,378,424	-	-	12,611,040
Road Fund	49,602,975	74,898,613	90,256,458	1,006,373	2,059,750	33,191,752
Self-Insurance Fund	26,671,097	32,745,275	34,543,386	-		24,872,986
Sheriff's Operating Levy	1,727,136	22,595,000	19,508,437	-	-	4,813,699
Special Grants Fund	11,882,522	40,791,961	39,746,833	-	12,927,650	-
Stone Creek Golf Course	1,699,237	2,810,000	3,030,108	-	275,000	1,204,129
Technology Services Fund	1,898,000	13,423,793	18,375,083	3,853,290	-	800,000
Transient Lodging Tax Fund	7,691,007	5,088,926	7,863,421	-	555,000	4,361,512
		-	-			
Grand Total	283,336,935	714,220,974	738,702,217	167,062,532	212,987,925	212,930,297

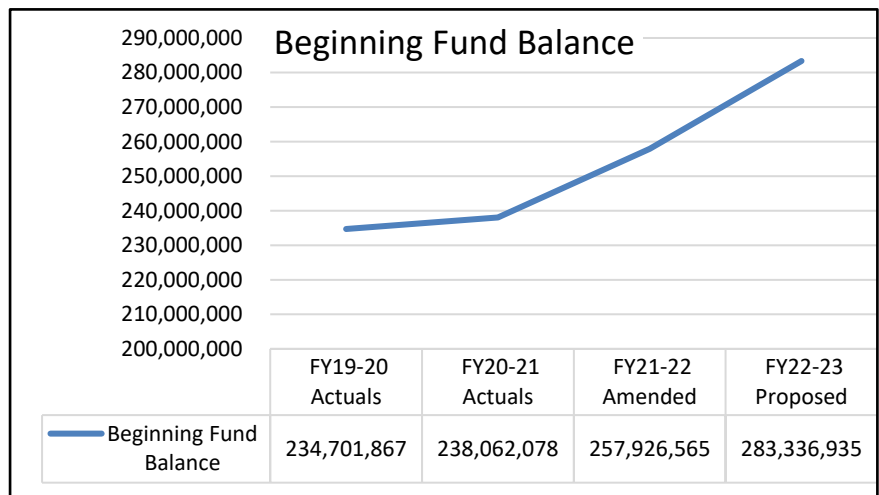
REVENUE ANALYSIS



Resources Category	FY21-22 Amended	FY22-23 Proposed	\$ Change	% Change
Beginning Fund Balance	257,926,565	283,336,935	25,410,370	9.9%
Taxes	158,524,783	178,535,982	20,011,199	12.6%
Federal, State, Local, All Other Gifts & Donations	223,685,375	249,010,361	25,324,986	11.3%
Charges, Fees, License, Permits, Fines, Assessments	181,058,258	177,965,903	(3,092,355)	-1.7%
Revenue from Bonds & Other Debts	1,710,005	16,765,133	15,055,128	880.4%
All Other Revenue Resources	88,898,680	91,943,595	3,044,915	3.4%
Other Interfund Transfers	11,431,834	6,734,348	(4,697,486)	-41.1%
General Fund Support	146,492,325	160,328,184	13,835,859	9.4%
Total Resources	1,069,727,824	1,164,620,441	94,892,616	8.9%

Beginning Fund Balance is the unspent dollars and savings from the previous year. It is a critical safety net for the County as it includes the reserves, which are a measure of financial strength and ability to meet future challenges and withstand emergencies. Preservation of fund balance reflects ongoing efforts on the part of County to curtail spending to preserve resources. Variations occur from year to year. For FY22-23, beginning fund balance is \$283.3 million. This is 9.9% higher than FY21-22.

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



Tax Revenue is budgeted to increase \$20.0 million, or 12.6%, for FY22-23 including delinquencies and penalties/interest. \$9.2M of this increase is driven by the Sheriff Operating Levy.

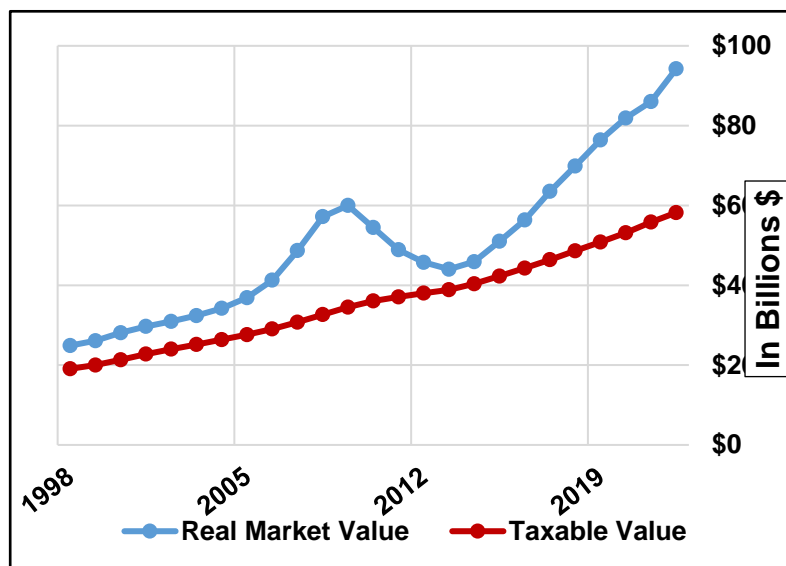
Property tax merits particularly careful analysis because it is the largest single source of County revenue. Property tax can be allocated where needed to fund operations that are necessary but don't generate their own revenue streams. Most other revenues such as gasoline tax and grants are restricted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

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

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

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

As of January 1, 2022, the most recent valuation date available, the market value of property in Clackamas County was \$94.3 billion. This is the sixth year the total has exceeded the previous high of \$60 billion which was reached in 2008. Six years ago, market value was 6.1% below the 2008 high value so the market has been improving.



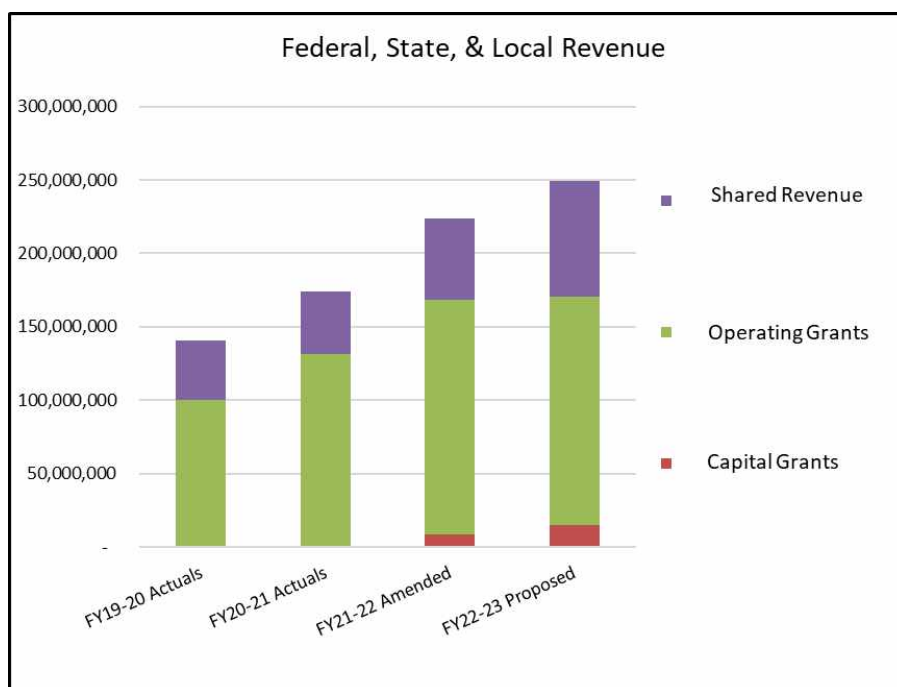
The assessed value of an average home is equal to about 62% of its real market value. The Assessor's value represents the property values as of the assessment date which is January 1, 2021 and reflects the change in value from January 1, 2020 to January 1, 2021.

The chart shows a comparison of real market value and the assessed value upon which taxes are levied. We can see market value declining between 2010 and 2013 but regaining ground in 2014. Note that market and assessed value were equal in 1997 as that was the final year before Measure 50 went into effect.

Federal, State, Local Revenue is budgeted to increase by \$25.3 million, or 11.3%. This includes an increase of \$22.0 million budgeted in Health Housing & Human Services for the Metro Supportive Housing Measure. Clackamas County reports revenue from other jurisdictions in three classifications within this revenue category; Capital Grants, Operating Grants, and Shared Revenues. These moneys are alike in that they are provided (with the exception of shared revenue from federal lands) for the operation of specific programs mandated or otherwise designated by those jurisdictions. They make up 21% of total resources. Departments estimate the grant revenues they will receive based on the most current information provided to by their grantors.

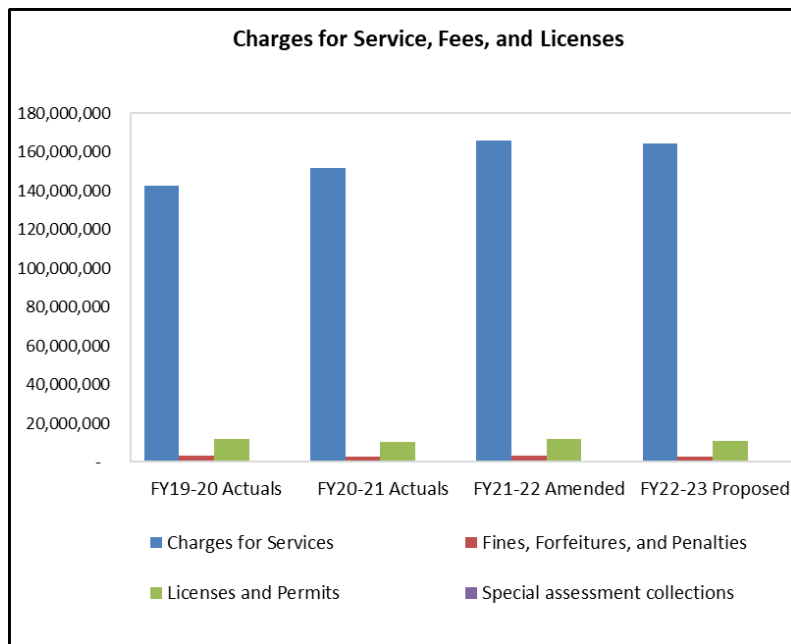
Operating Grants – Budgeted at \$156.1 million in FY22-23, Operating Grants provide the largest share of support for designated activities. The FY22-23 budget represents a decrease of \$3.8 million from FY21-22. The budget decrease is driven by declines in the Social Services and Public Health lines of business.

Shared Revenues - Shared Revenue refers to funds that are provided by cities, counties and regional agencies. The second largest share of this category is represented here. These sources combined add \$78.2 million in revenue to Clackamas



County. This includes \$32 million of Metro Supportive Housing funds to Health, Housing, and Human Services and \$35.6 million for gas and state highway taxes. Also included in this revenue source for FY22-23 are marijuana tax revenue and video lottery money for economic development activities.

Charges for Service, Fees, and Licenses provide 15% of Clackamas County's resources and are budgeted to generate \$178.0 million in FY22-23 which is \$3.1 million or -1.7% less than was budgeted in FY21-22. This includes a decrease to Charges for Service of \$5.4M for a shift in cost allocations to General Fund Support across 3 departments (Tech Services, Facilities, and County Administration). These revenues come from payments for services and support the units that provide those services.



Charge for Services – These are payments for services provided by County departments to residents or to other departments. The County policy on fees is that they should be in compliance with state statutes and County ordinances and set at a level sufficient to recover the total cost associated with the service provided. Charges may be set below cost if it is determined by the Commissioners to be in the best interest of the County. Charge for services are expected to bring in \$164.2 million to the County in FY22-23, a decrease of \$1.8 million.

A significant portion of fee revenue comes from the County's cost allocation process through which departments pay each other

for centralized services; data processing, accounting, legal services and mailroom support. These revenues are generally calculated using historical costs and are recovered in arrears. As might be expected, one of the largest recipients of fee revenue is the General Fund which in FY22-23 is \$14.2 million for services provided.

Another important component of fee revenue in the General Fund is recording fees collected by the County Clerk which are budgeted at \$3.5 million in FY22-23. This revenue is estimated by the Clerk based on recent trends and projected economic conditions.

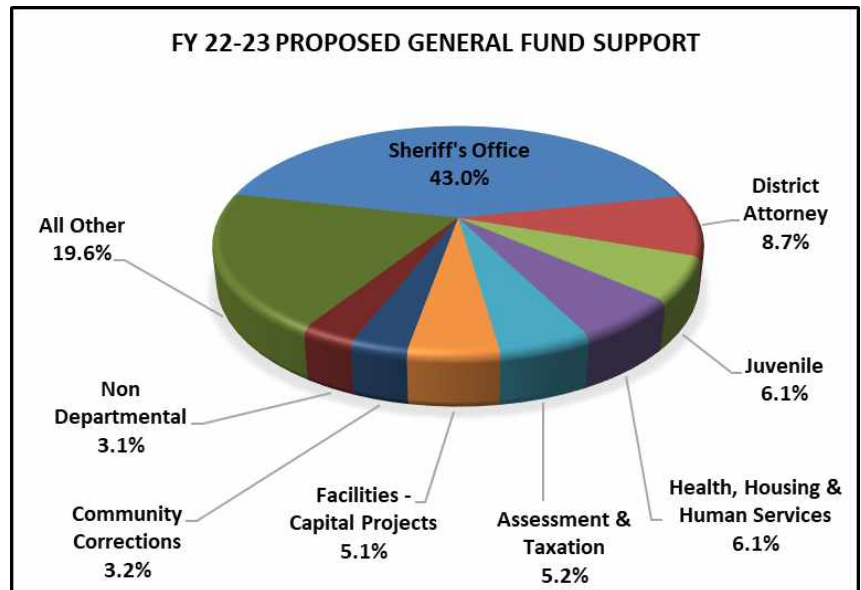
Licenses, Fees, and Fines – Represent the granting of authority to do something such as build a house or provide cable or garbage hauling service within the County's jurisdiction. Countywide, this source is budgeted at \$10.9 million for FY22-23. The Development Services Fund within the Department of Transportation collects fees for building, electrical, plumbing and other permits totaling \$8.1M. Fines are included in this category but the only significant source of fines is the Justice Court which is budgeted to collect about \$2.7 million during FY22-23.

Revenue from Bonds & Other Debts is budgeted at \$16.8M in FY22-23 versus \$1.7 million in FY21-22. The increase is driven by \$15.4M in Bond Sale Proceeds budgeted for the Gladstone and Oak Lodge library projects.

All Other Revenue Resources is budgeted at \$91.9 million. This category includes \$32.9 million of salary reimbursements from other agencies that depend upon the General County to process their payrolls. These personnel services costs are reimbursed dollar for dollar. The Sheriff also budgeted to receive \$6.7 million in salary reimbursements for employees funded by the Enhanced Law Enforcement District. As in the General Fund, costs are reimbursed dollar for dollar. The Self-Insurance Fund has budgeted \$31.0 million in medical and other insurance coverage for employees. These contributions are determined in consultation with an actuary. Other revenue sources in this category include Transient Room Tax, Asset Sale Proceeds, and Franchise fees.

Interfund Transfers / General Fund Support are moneys sent from one County fund to another. Presentation changes of these categories in FY21-22 are the result of the new county-wide chart of account implementation.

Most transfers originate in the General Fund and are labeled, “General Fund Support” to reflect the receipt and distribution of tax dollars to the operating departments which results in the duplication of revenues and expenses. General Fund Support is budgeted at \$160.3 million in FY22-23.



The largest recipients of General Fund Support include:

- Sheriff's Office at 43%, \$69.0 million;
- District Attorney at 8.7%, \$13.9 million;
- Health, Housing & Human Services at 6.1%, \$9.7 million.

FY22-23 Proposed General Fund Support By Department

Department	FY 22-23 Proposed Budget	FY 22-23 Proposed General Fund Support	GF Support % of Budget
Assessment & Taxation	9,884,989	8,335,660	84.3%
Business & Community Services	59,487,507	3,126,820	5.3%
Facilities - Capital Projects	17,463,088	8,140,132	46.6%
Clackamas 911 (CCOM)	12,207,755	-	0.0%
Community Corrections	18,653,922	5,144,247	27.6%
County Admin/BCC	22,568,637	4,820,429	21.4%
County Clerk	4,441,078	-	0.0%
County Counsel	3,301,934	2,468,735	74.8%
Disaster Management	4,520,680	3,657,814	80.9%
District Attorney	17,226,301	13,945,508	81.0%
Finance/Facilities	26,873,258	4,766,224	17.7%
Health, Housing & Human Services	217,380,043	9,720,017	4.5%
Human Resources	82,913,220	1,329,072	1.6%
Justice Court	4,653,000	-	0.0%
Juvenile	11,868,876	9,789,438	82.5%
Law Library	482,223	-	0.0%
Misc/Pass-Through	26,337,985		0.0%
Non Departmental	279,385,495	4,897,990	1.8%
Public & Government Affairs	6,208,962	934,030	15.0%
Resolution Services	1,409,617	629,113	44.6%
Sheriff's Office	119,220,136	68,998,058	57.9%
Technology Services	23,495,303	3,853,290	16.4%
Transportation & Development	193,214,370	4,747,047	2.5%
Treasurer's Office	1,422,060	1,024,560	72.0%
Grand Total	1,164,620,439	160,328,184	13.8%

Resources by Fund and Category FY22-23 Proposed Budget

Fund	Beginning Fund Balance	Taxes	Federal, State, Local, All Other Gifts & Donations	Charges, Fees, License, Permits, Fines, Assessments	Revenue from Bonds & Other Debts	All Other Revenue Resources	Other Interfund Transfers	General Fund Support	Total
General Fund									
100-General Fund	78,704,017	150,947,359	24,776,596	43,209,634	16,000	39,421,236	649,703	129,170,985	466,895,530
General Fund Total	78,704,017	150,947,359	24,776,596	43,209,634	16,000	39,421,236	649,703	129,170,985	466,895,530
Special Revenue Fund									
201-County Fair Fund	3,645,293		53,167	544,500		1,159,501	553,266		5,955,727
204-County School Fund	366,463		508,000			10,000			884,463
205-Development Services Fund	11,219,147		-	9,082,920	3,250	214,040	-		20,519,357
206-Sheriff's Operating Levy	1,727,136	22,440,000	150,000	-		5,000	-		24,322,136
208-Lottery Fund	2,430,185		2,400,000	932,704		30,000	100,000		5,892,889
211-Law Library Fund	124,350		-	355,386		2,487	-		482,223
212-Library Network	5,152,239		3,216,819	141,996	15,400,000	969,131	-	2,906,620	27,786,805
215-Road Fund	49,602,975		55,179,123	15,738,276	124,593	3,856,621	1,006,373	-	125,507,961
218-Property Resources Fund	2,326,718		-	300,000		378,800			3,005,518
223-Countywide Transportation SDC Fund	17,844,219			2,550,750		200,000			20,594,969
224-Public Land Cor Pres Fund	1,507,328		-	875,000	-	-			2,382,328
230-Special Grants Fund	11,882,522		40,631,961			160,000			52,674,483
240-Health Housing & Human Services Fund	21,329,554		105,313,832	12,520,513	488,000	1,447,900	715,310	9,720,017	151,535,126
253-Clackamas Health Centers	11,842,567		7,662,727	42,382,470	45,970	182,230	-	-	62,115,964
255-Transient Lodging Tax Fund	7,691,007		319,731			4,769,195	-		12,779,933
257-Parks & Forestry Fund	3,087,749		1,151,611	1,308,256	655,200	1,938,569	325,746	220,200	8,687,331
Special Revenue Fund Total	151,779,452	22,440,000	216,586,971	86,732,771	16,717,013	15,323,474	2,700,695	12,846,837	525,127,213
Debt Service Fund									
320-Clackamas County Debt Service	100,970				-	3,146,530	1,283,950	4,897,990	9,429,440
321-Clackamas County Debt Service - GO	282,707	5,148,623	-			4,500			5,435,830
Debt Service Fund Total	383,677	5,148,623	-		-	3,151,030	1,283,950	4,897,990	14,865,270
Capital Projects Fund									
420-Capital Projects	3,620,956		3,702,000	-		-	2,000,000	8,140,132	17,463,088
Capital Projects Fund Total	3,620,956		3,702,000	-		-	2,000,000	8,140,132	17,463,088
Enterprise Funds									
601-Stone Creek Golf Course	1,699,237			2,800,000		10,000			4,509,237
602-Clackamas Broadband Utility	100,000			2,410,220		295,000			2,805,220
605-911 Center Fund	1,558,600		3,909,794	6,714,661		24,700			12,207,755
Enterprise Funds Total	3,357,837		3,909,794	11,924,881		329,700			19,522,212
Internal Service Funds									
744-Facilities Management Fund	3,802,434		-	9,939,858	-	2,565,410		1,418,950	17,726,652
747-Technology Services Fund	1,898,000		35,000	13,355,793	-	33,000		3,853,290	19,175,083
760-Self-Insurance Fund	26,671,097		-	1,732,490		31,012,785			59,416,372
761-Risk Management Claims Fund	12,664,838		-	5,224,626		100,000			17,989,464
770-Fleet Services Fund	454,627		-	5,845,850	32,120	6,960	100,000		6,439,557
Internal Service Funds Total	45,490,996		35,000	36,098,617	32,120	33,718,155	100,000	5,272,240	120,747,128
Grand Total	283,336,935	178,535,982	249,010,361	177,965,903	16,765,133	91,943,595	6,734,348	160,328,184	1,164,620,441

Resources by Fund and Department
FY22-23 Proposed Budget

Fund	Assessment & Taxation	Business & Community Services (BCS)	Clackamas 911 (CCOM)	Community Corrections	County Administration	County Clerk	County Counsel	Disaster Management	District Attorney (DA)	Finance	Health, Housing & Human Services (H3S)	Human Resources (HR)
General Fund												
100-General Fund	9,884,989			18,653,922	5,871,129	4,441,078	3,301,935	4,165,680	17,226,302	9,146,606		5,487,385
General Fund Total	9,884,989			18,653,922	5,871,129	4,441,078	3,301,935	4,165,680	17,226,302	9,146,606		5,487,385
Special Revenue Fund												
201-County Fair Fund		5,955,727										
204-County School Fund												
205-Development Services Fund												
206-Sheriff's Operating Levy												
208-Lottery Fund		5,892,889										
211-Law Library Fund												
212-Library Network		27,786,805										
213-NCPRD General Fund		-										
215-Road Fund												
218-Property Resources Fund		3,005,518										
223-Countywide Transportation SDC Fund												
224-Public Land Cor Pres Fund												
230-Special Grants Fund	-	3,650,000	-	-	4,622,575	-		355,000	-	-	3,728,953	20,000
240-Health Housing & Human Services Fund											151,535,126	
250-Employer Contribution Reserve (Inactive)												
253-Clackamas Health Centers											62,115,964	
255-Transient Lodging Tax Fund					12,074,933							
257-Parks & Forestry Fund		8,687,331										
Special Revenue Fund Total	-	54,978,270	-	-	16,697,508	-		355,000	-	-	217,380,043	20,000
Debt Service Fund												
320-Clackamas County Debt Service												
321-Clackamas County Debt Service - GO												
Debt Service Fund Total												
Capital Projects Fund												
420-Capital Projects										17,463,088		
510-LID Construction Fund												
Capital Projects Fund Total										17,463,088		
Enterprise Funds												
601-Stone Creek Golf Course		4,509,237										
602-Clackamas Broadband Utility												
605-911 Center Fund			12,207,755									
Enterprise Funds Total		4,509,237	12,207,755									
Internal Service Funds												
744-Facilities Management Fund										17,726,652		
747-Technology Services Fund												
760-Self-Insurance Fund												59,416,372
761-Risk Management Claims Fund												17,989,464
770-Fleet Services Fund												
Internal Service Funds Total										17,726,652		77,405,836
Grand Total	9,884,989	59,487,507	12,207,755	18,653,922	22,568,637	4,441,078	3,301,935	4,520,680	17,226,302	44,336,346	217,380,043	82,913,221

Resources by Fund and Department
FY22-23 Proposed Budget

Fund	Justice Court	Juvenile Department	Law Library	Misc/Pass-Through	Non Departmental	Public & Government Affairs (PGA)	Resolution Services	Sheriff's Office (CCSO)	Technology Services (TS)	Transportation & Development (DTD)	Treasurer's Office	Grand Total
General Fund												
100-General Fund	4,653,000	11,868,877		24,748,523	225,737,265	6,208,962	1,409,617	94,898,001		17,770,199	1,422,060	466,895,530
General Fund Total	4,653,000	11,868,877		24,748,523	225,737,265	6,208,962	1,409,617	94,898,001		17,770,199	1,422,060	466,895,530
Special Revenue Fund												
201-County Fair Fund												5,955,727
204-County School Fund				884,463								884,463
205-Development Services Fund										20,519,357		20,519,357
206-Sheriff's Operating Levy								24,322,136				24,322,136
208-Lottery Fund												5,892,889
211-Law Library Fund			482,223									482,223
212-Library Network												27,786,805
213-NCPRD General Fund												-
215-Road Fund										125,507,961		125,507,961
218-Property Resources Fund												3,005,518
223-Countywide Transportation SDC Fund										20,594,969		20,594,969
224-Public Land Cor Pres Fund										2,382,328		2,382,328
230-Special Grants Fund	-	-		-	38,782,955	-		-	1,515,000	-	-	52,674,483
240-Health Housing & Human Services Fund												151,535,126
250-Employer Contribution Reserve (Inactive)												-
253-Clackamas Health Centers												62,115,964
255-Transient Lodging Tax Fund				705,000								12,779,933
257-Parks & Forestry Fund												8,687,331
Special Revenue Fund Total	-	-	482,223	1,589,463	38,782,955	-		24,322,136	1,515,000	169,004,615	-	525,127,213
Debt Service Fund												
320-Clackamas County Debt Service					9,429,440							9,429,440
321-Clackamas County Debt Service - GO					5,435,830							5,435,830
Debt Service Fund Total					14,865,270							14,865,270
Capital Projects Fund												
420-Capital Projects												17,463,088
510-LID Construction Fund												-
Capital Projects Fund Total												17,463,088
Enterprise Funds												
601-Stone Creek Golf Course												4,509,237
602-Clackamas Broadband Utility									2,805,220			2,805,220
605-911 Center Fund												12,207,755
Enterprise Funds Total									2,805,220			19,522,212
Internal Service Funds												
744-Facilities Management Fund												17,726,652
747-Technology Services Fund									19,175,083			19,175,083
760-Self-Insurance Fund												59,416,372
761-Risk Management Claims Fund												17,989,464
770-Fleet Services Fund										6,439,557		6,439,557
Internal Service Funds Total									19,175,083	6,439,557		120,747,128
Grand Total	4,653,000	11,868,877	482,223	26,337,986	279,385,490	6,208,962	1,409,617	119,220,137	23,495,303	193,214,371	1,422,060	1,164,620,441

**Resources and Requirments by Function
for Major Funds**

	<u>Clackamas Health Centers</u>			<u>General Fund</u>			<u>Health Housing & Human Services Fund</u>		
	FY20-21 Actuals	FY21-22 Projected	FY22-23 Proposed	FY20-21 Actuals	FY21-22 Projected	FY22-23 Proposed	FY20-21 Actuals	FY21-22 Projected	FY22-23 Proposed
<u>Resources by Category</u>									
Beginning Fund Balance	17,319,445	17,472,869	11,842,567	73,614,430	84,649,206	78,704,017	14,689,743	18,657,532	21,329,554
Taxes	-	-	-	140,368,670	145,861,139	150,947,359	-	-	-
Federal, State, Local, All Other	9,497,377	6,938,772	7,662,727	29,580,296	24,429,551	24,776,596	82,330,295	92,427,374	105,313,832
Charges, Fees, License, Permits, Fines	33,093,222	37,630,379	42,382,470	39,498,523	41,255,224	43,209,634	9,423,469	9,600,904	12,520,513
Revenue from Bonds & Other Debts	45,963	45,963	45,970	2,468,671	65,500	16,000	665,395	5,580,000	488,000
All Other Revenue Resources	203,860	524,516	182,230	33,728,346	34,621,996	39,421,236	636,610	891,799	1,447,900
Other Interfund Transfers	518,909	-	-	98,274,572	1,957,227	649,703	9,209,005	370,510	715,310
General Fund Support	-	518,909	-	-	121,690,149	129,170,985	-	9,474,262	9,720,017
	43,359,332	45,658,539	50,273,397	343,919,078	369,880,786	388,191,513	102,264,774	118,344,849	130,205,572
Revenues Total	60,678,777	63,131,408	62,115,964	417,533,508	454,529,992	466,895,530	116,954,517	137,002,381	151,535,126
<u>Requirements by Function</u>									
Culture, education, and recreation	-	-	-	-	-	-	-	-	-
Economic development	-	-	-	15,223,026	17,795,982	17,770,199	5,244,227	6,199,131	8,769,922
General Government	-	-	-	239,657,136	271,125,093	271,501,409	-	-	-
Health and human services	60,678,777	63,131,408	62,115,964	-	-	-	111,710,290	130,803,250	142,765,204
Misc/Pass-Through	-	-	-	19,219,403	20,729,555	24,748,523	-	-	-
Public Safety	-	-	-	143,433,942	144,879,362	152,875,399	-	-	-
Roads & Infrastructure	-	-	-	-	-	-	-	-	-
Total Requirements	60,678,777	63,131,408	62,115,964	417,533,508	454,529,992	466,895,530	116,954,517	137,002,381	151,535,126

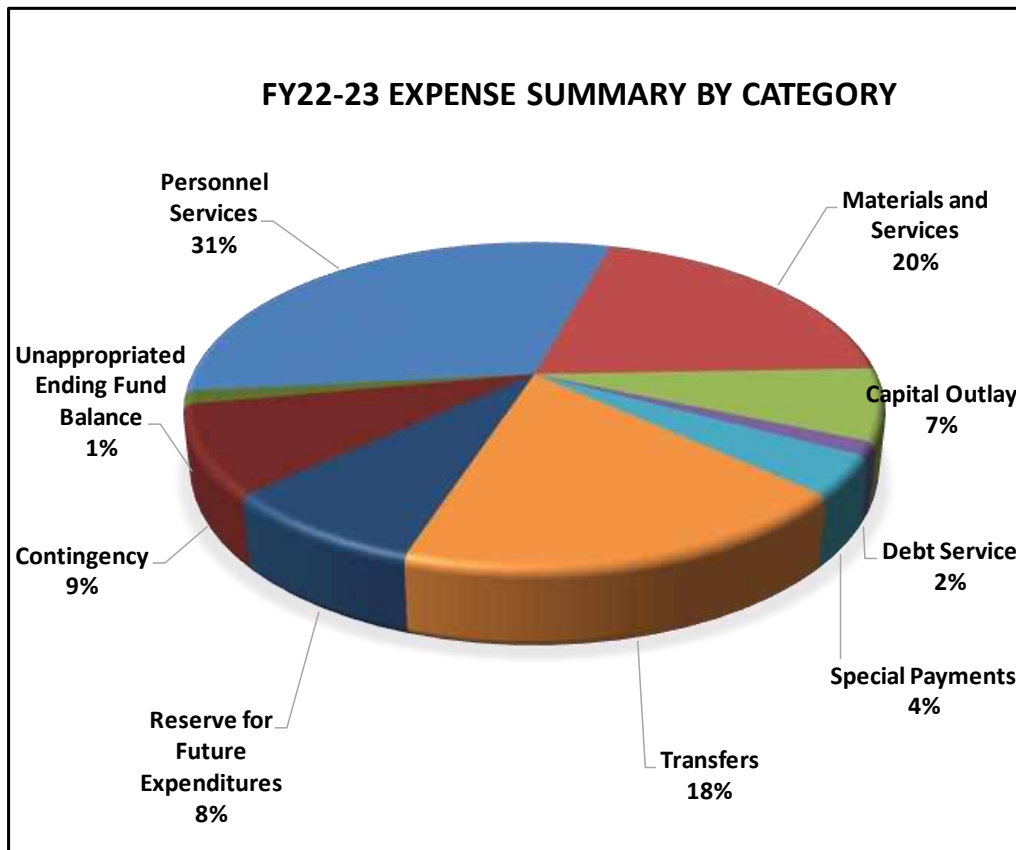
**Resources and Requirments by Function
for Major Funds**

	<u>Road Fund</u>			<u>Self-Insurance Fund</u>			<u>Special Grants Fund</u>		
	FY20-21 Actuals	FY21-22 Projected	FY22-23 Proposed	FY20-21 Actuals	FY21-22 Projected	FY22-23 Proposed	FY20-21 Actuals	FY21-22 Projected	FY22-23 Proposed
<u>Resources by Category</u>									
Beginning Fund Balance	32,567,805	51,580,416	49,602,975	17,774,794	22,792,733	26,671,097	-	8,715	11,882,522
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other	35,702,798	48,047,001	55,179,123	10,592	-	-	-	40,631,961	40,631,961
Charges, Fees, License, Permits, Fines	16,061,608	15,939,918	15,738,276	2,134,487	1,732,490	1,732,490	-	-	-
Revenue from Bonds & Other Debts	20,286,653	31,846	124,593	-	-	-	-	-	-
All Other Revenue Resources	448,606	484,659	3,856,621	32,485,670	29,671,531	31,012,785	8,715	144,000	160,000
Other Interfund Transfers	842,719	2,826,673	1,006,373	-	-	-	-	-	-
General Fund Support	-	249,235	-	-	-	-	-	-	-
	73,342,384	67,579,332	75,904,986	34,630,749	31,404,021	32,745,275	8,715	40,775,961	40,791,961
Revenues Total	105,910,190	119,159,748	125,507,961	52,405,543	54,196,754	59,416,372	8,715	40,784,676	52,674,483
<u>Requirements by Function</u>									
Culture, education, and recreation	-	-	-	-	-	-	-	208,266	-
Economic development	3,274,870	3,398,631	5,951,286	-	-	-	-	4,354,976	3,650,000
General Government	-	-	-	52,405,543	54,196,754	59,416,372	8,715	27,187,670	44,940,530
Health and human services	-	-	-	-	-	-	-	6,040,128	3,728,953
Misc/Pass-Through	-	-	-	-	-	-	-	293,955	-
Public Safety	-	-	-	-	-	-	-	2,522,911	355,000
Roads & Infrastructure	102,635,319	115,761,117	119,556,675	-	-	-	-	176,770	-
Total Requirements	105,910,190	119,159,748	125,507,961	52,405,543	54,196,754	59,416,372	8,715	40,784,676	52,674,483

**Resources and Requirments by Function
for Major Funds**

	<u>All Other</u>			<u>Total</u>		
	FY20-21 Actuals	FY21-22 Projected	FY22-23 Proposed	FY20-21 Actuals	FY21-22 Projected	FY22-23 Proposed
<u>Resources by Category</u>						
Beginning Fund Balance	82,095,860	82,388,894	83,304,203	238,062,078	277,550,366	283,336,935
Taxes	18,498,872	18,538,580	27,588,623	158,867,542	164,399,719	178,535,982
Federal, State, Local, All Other	16,976,852	21,809,930	15,446,122	174,098,210	234,284,589	249,010,361
Charges, Fees, License, Permits, Fines	65,119,200	64,157,955	62,382,520	165,330,509	170,316,870	177,965,903
Revenue from Bonds & Other Debts	33,345,957	187,214	16,090,570	56,812,638	5,910,523	16,765,133
All Other Revenue Resources	11,975,959	16,214,738	15,862,823	79,487,768	82,553,239	91,943,595
Other Interfund Transfers	10,851,952	4,282,151	4,362,962	119,697,158	9,436,561	6,734,348
General Fund Support	-	13,572,337	21,437,182	-	145,504,892	160,328,184
	156,768,793	138,762,905	163,170,802	754,293,825	812,406,392	881,283,506
Revenues Total	238,864,653	221,151,799	246,475,005	992,355,903	1,089,956,758	1,164,620,441
<u>Requirements by Function</u>						
Culture, education, and recreation	29,370,696	40,994,587	51,521,324	29,370,696	41,202,853	51,521,324
Economic development	35,210,458	29,234,377	27,217,868	58,952,581	60,983,097	63,359,275
General Government	121,027,667	94,916,438	102,099,710	413,099,061	447,425,955	477,958,021
Health and human services	-	-	-	172,389,067	199,974,786	208,610,121
Misc/Pass-Through	1,508,236	1,516,463	1,589,463	20,727,640	22,539,973	26,337,986
Public Safety	26,766,227	28,360,282	37,012,114	170,200,169	175,762,555	190,242,513
Roads & Infrastructure	24,981,369	26,129,652	27,034,526	127,616,688	142,067,539	146,591,201
Total Requirements	238,864,653	221,151,799	246,475,005	992,355,903	1,089,956,758	1,164,620,441

EXPENSE ANALYSIS



Resources Category	FY21-22 Amended	FY22-23 Proposed	\$ Change	% Change
Personnel Services	343,886,149	360,146,504	16,260,355	4.7%
Materials and Services	243,887,464	234,672,478	(9,214,986)	-3.8%
Capital Outlay	65,200,299	83,347,056	18,146,757	27.8%
Debt Service	14,702,720	15,167,511	464,791	3.2%
Special Payments	65,970,321	45,368,668	(20,601,653)	-31.2%
Transfers	158,387,006	212,987,925	54,600,919	34.5%
Reserve for Future Expenditures	61,248,462	95,953,008	34,704,546	56.7%
Contingency	104,235,121	101,920,432	(2,314,689)	-2.2%
Unappropriated Ending Fund Balance	12,210,293	15,056,857	2,846,564	23.3%
Total Resources	1,069,727,835	1,164,620,439	94,892,604	8.9%

Personnel Services budgeted to increase \$16.3 million or 4.7% for a total FY22-23 budget of \$360.1 million. This budget includes an increase of 38.5 full-time equivalent positions. Budgeted COLA increases in FY22-23 were 4.5%. Countywide changes in personnel are discussed in the Financial Summaries section and in greater detail as they relate to specific work units in the Budget by Department section. 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 \$9.2 million or 3.8% compared to the prior year's budget. This decline is driven by a \$14.4 million reduction in rents & leases within the Health, Housing, and Human Services department as one-time federal COVID-19 funding is spent. Allocated Costs are included within this category and represent the spending through which county operations charge each other for services such as payroll processing, computer support and facilities maintenance. The Materials and Service category can be impacted by many factors, such as; personnel levels and weather related expenditures.

Capital Outlay budgeted at \$83.3 million is anticipated to increase by 27.8% in FY22-23. Part of this increase includes \$18.4 million budgeted for the Gladstone and Oak lodge library projects. This category includes both capital purchases such as vehicles and capital projects such as bridge construction. Budgets in this category typically exceed actual costs as they are established at a level that provides sufficient authorization to allow work to proceed under the most favorable possible conditions during the construction season. Project funds not used by year end can be re-budgeted for continuation the following year.

Debt Service increased \$0.5 million to a \$15.2 budget in FY22-23. This balance is comprised of principal payments of \$10.6 million and interest payments of \$4.6 million.

Special Payments of \$45.5 million in FY22-23 represents a \$20.6 million decrease. This category represents payments to other organizations for which goods or services are not received in return, and year-over-year variances will occur as projects are undertaken and completed. The decrease in FY22-23 is driven by a \$15.1 million reduction in Health, Housing & Human services for the Metro Supportive Housing Measure and payment to Housing Authority Clackamas County (HACC) which has now been categorized as a transfer.

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

General Fund Support is budgeted at \$160.3 million. The largest recipients of General Fund Support include the Sheriff's Office at \$69.0 million, the District Attorney at \$13.9 million, and Health, Housing & Human Services at \$9.7 million.

Reserves and Contingency are two required budget categories. Reserves are funds set aside for future use and not intended to be spent during the current fiscal year. Reserves are budgeted to increase in FY22-23 by \$34.7 million. Contingencies are funds set aside and available if needed for unforeseen circumstances that may arise in the current year. Contingencies are budgeted at \$101.9 million representing a \$2.3 million decrease.

The increase in combined Reserves and Contingency is driven by the Department of Transportation in the amount of \$13.3 million, Non Departmental at \$11.1 million, and Human Resources at \$11.1 million.

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

Requirements by Fund and Category FY22-23 Proposed Budget

Fund	Personnel Services	Materials and Services	Capital Outlay	Debt Service	Special Payments	Transfers	Reserve for Future Expenditures	Contingency	Unappropriated Ending Fund Balance	Total
General Fund										
100-General Fund	173,963,941	52,069,104	3,842,211	-	7,612,317	160,676,305	26,085,146	27,589,649	15,056,857	466,895,530
General Fund Total	173,963,941	52,069,104	3,842,211	-	7,612,317	160,676,305	26,085,146	27,589,649	15,056,857	466,895,530
Special Revenue Fund										
201-County Fair Fund	644,233	1,282,787	3,662,475		1,000			365,232	-	5,955,727
204-County School Fund		8,000			876,463				-	884,463
205-Development Services Fund	7,892,151	2,722,290	122,000				8,451,369	1,331,548	-	20,519,358
206-Sheriff's Operating Levy	14,147,156	4,143,281	1,218,000		-	-		4,813,699	-	24,322,136
208-Lottery Fund	2,072,635	1,901,977	-		1,060,916	63,000		794,361	-	5,892,889
211-Law Library Fund	309,816	145,055					-	27,352	-	482,223
212-Library Network	3,262,280	2,700,109	18,566,020	302,241	850,000		1,880,247	225,908	-	27,786,805
215-Road Fund	22,543,123	26,445,290	36,293,045		4,975,000	2,059,750	20,907,935	12,283,817	-	125,507,960
218-Property Resources Fund	158,954	505,168	610,000		135,000	100,000	1,397,896	98,500	-	3,005,518
223-Countywide Transportation SDC Fund		159,990	300,100		-	1,100,000	17,034,879	2,000,000	-	20,594,969
224-Public Land Cor Pres Fund	838,404	228,510	-				1,040,414	275,000	-	2,382,328
230-Special Grants Fund	1,663,164	17,743,514	762,500		19,577,655	12,927,650			-	52,674,483
240-Health Housing & Human Services Fund	56,673,608	43,504,278	1,771,270	-	8,684,217	33,231,220		7,670,533	-	151,535,126
253-Clackamas Health Centers	39,750,128	10,523,269	-		-	-		11,842,567	-	62,115,964
255-Transient Lodging Tax Fund	1,421,292	5,917,129			525,000	555,000		4,361,512	-	12,779,933
257-Parks & Forestry Fund	1,733,737	1,493,014	1,763,177		2,000		3,506,920	188,482	-	8,687,330
Special Revenue Fund Total	153,110,682	119,423,661	65,068,587	302,241	36,687,251	50,036,620	54,219,660	46,278,511	-	525,127,212
Debt Service Fund										
320-Clackamas County Debt Service				9,429,440					-	9,429,440
321-Clackamas County Debt Service - GO				5,435,830					-	5,435,830
Debt Service Fund Total				14,865,270					-	14,865,270
Capital Projects Fund										
420-Capital Projects	100,000	3,515,502	11,847,586				2,000,000		-	17,463,088
Capital Projects Fund Total	100,000	3,515,502	11,847,586			-	2,000,000		-	17,463,088
Enterprise Funds										
601-Stone Creek Golf Course		2,929,108	100,000		1,000	275,000	821,293	382,836	-	4,509,237
602-Clackamas Broadband Utility	933,468	781,545	1,000,000		45,000			45,207	-	2,805,220
605-911 Center Fund	9,342,937	990,361	20,000		1,023,100		481,357	350,000	-	12,207,755
Enterprise Funds Total	10,276,405	4,701,014	1,120,000		1,069,100	275,000	1,302,650	778,043	-	19,522,212
Internal Service Funds										
744-Facilities Management Fund	6,865,013	7,390,976	228,710			2,000,000		1,241,952	-	17,726,651
747-Technology Services Fund	9,839,587	7,495,534	1,039,962			-	500,000	300,000	-	19,175,083
760-Self-Insurance Fund	1,809,207	32,734,179					3,003,552	21,869,434	-	59,416,372
761-Risk Management Claims Fund	1,410,925	3,967,499				-	8,842,000	3,769,040	-	17,989,464
770-Fleet Services Fund	2,770,744	3,375,010	200,000					93,803	-	6,439,557
Internal Service Funds Total	22,695,477	54,963,198	1,468,672			2,000,000	12,345,552	27,274,229	-	120,747,127
Grand Total	360,146,504	234,672,478	83,347,056	15,167,511	45,368,668	212,987,925	95,953,008	101,920,432	15,056,857	1,164,620,439

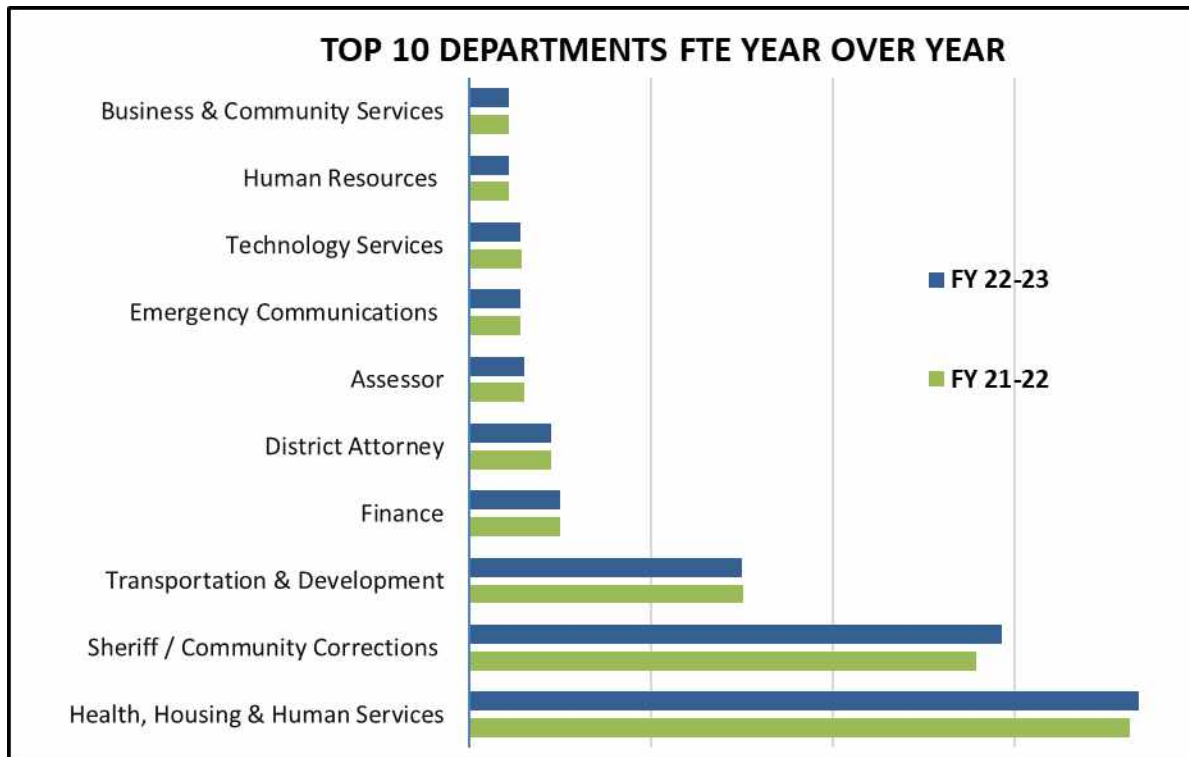
Requirements by Fund and Department
FY22-23 Proposed Budget

Fund	Assessment & Taxation	Business & Community Services (BCS)	Clackamas 911 (CCOM)	Community Corrections	County Administration	County Clerk	County Counsel	Disaster Management	District Attorney (DA)	Finance	Health, Housing & Human Services (H3S)	Human Resources (HR)
General Fund												
100-General Fund	9,884,989			18,653,922	5,871,129	4,441,078	3,301,934	4,165,680	17,226,301	9,146,607		5,487,384
General Fund Total	9,884,989			18,653,922	5,871,129	4,441,078	3,301,934	4,165,680	17,226,301	9,146,607		5,487,384
Special Revenue Fund												
201-County Fair Fund		5,955,727										
204-County School Fund												
205-Development Services Fund												
206-Sheriff's Operating Levy												
208-Lottery Fund		5,892,889										
211-Law Library Fund												
212-Library Network		27,786,805										
215-Road Fund												
218-Property Resources Fund		3,005,518										
223-Countywide Transportation SDC Fund												
224-Public Land Cor Pres Fund												
230-Special Grants Fund	-	3,650,000	-	-	4,622,575	-		355,000	-	-	3,728,953	20,000
240-Health Housing & Human Services Fund											151,535,126	
253-Clackamas Health Centers											62,115,964	
255-Transient Lodging Tax Fund					12,074,933							
257-Parks & Forestry Fund		8,687,330										
Special Revenue Fund Total	-	54,978,270	-	-	16,697,508	-		355,000	-	-	217,380,043	20,000
Debt Service Fund												
320-Clackamas County Debt Service												
321-Clackamas County Debt Service - GO												
Debt Service Fund Total												
Capital Projects Fund												
420-Capital Projects										17,463,088		
Capital Projects Fund Total										17,463,088		
Enterprise Funds												
601-Stone Creek Golf Course		4,509,237										
602-Clackamas Broadband Utility												
605-911 Center Fund			12,207,755									
Enterprise Funds Total		4,509,237	12,207,755									
Internal Service Funds												
744-Facilities Management Fund										17,726,651		
747-Technology Services Fund												
760-Self-Insurance Fund												59,416,372
761-Risk Management Claims Fund												17,989,464
770-Fleet Services Fund												
Internal Service Funds Total										17,726,651		77,405,836
Grand Total	9,884,989	59,487,507	12,207,755	18,653,922	22,568,637	4,441,078	3,301,934	4,520,680	17,226,301	44,336,346	217,380,043	82,913,220

Requirements by Fund and Department
FY22-23 Proposed Budget

Fund	Justice Court	Juvenile Department	Law Library	Misc/Pass-Through	Non Departmental	Public & Government Affairs (PGA)	Resolution Services	Sheriff's Office (CCSO)	Technology Services (TS)	Transportation & Development (DTD)	Treasurer's Office	Grand Total
General Fund												
100-General Fund	4,653,000	11,868,876		24,748,522	225,737,270	6,208,962	1,409,617	94,898,000		17,770,199	1,422,060	466,895,530
General Fund Total	4,653,000	11,868,876		24,748,522	225,737,270	6,208,962	1,409,617	94,898,000		17,770,199	1,422,060	466,895,530
Special Revenue Fund												
201-County Fair Fund												5,955,727
204-County School Fund				884,463								884,463
205-Development Services Fund										20,519,358		20,519,358
206-Sheriff's Operating Levy								24,322,136				24,322,136
208-Lottery Fund												5,892,889
211-Law Library Fund			482,223									482,223
212-Library Network												27,786,805
215-Road Fund										125,507,960		125,507,960
218-Property Resources Fund												3,005,518
223-Countywide Transportation SDC Fund										20,594,969		20,594,969
224-Public Land Cor Pres Fund										2,382,328		2,382,328
230-Special Grants Fund	-	-		-	38,782,955	-		-	1,515,000	-	-	52,674,483
240-Health Housing & Human Services Fund					-							151,535,126
253-Clackamas Health Centers												62,115,964
255-Transient Lodging Tax Fund				705,000								12,779,933
257-Parks & Forestry Fund												8,687,330
Special Revenue Fund Total	-	-	482,223	1,589,463	38,782,955	-		24,322,136	1,515,000	169,004,614	-	525,127,212
Debt Service Fund												
320-Clackamas County Debt Service					9,429,440							9,429,440
321-Clackamas County Debt Service - GO					5,435,830							5,435,830
Debt Service Fund Total					14,865,270							14,865,270
Capital Projects Fund												
420-Capital Projects												17,463,088
Capital Projects Fund Total												17,463,088
Enterprise Funds												
601-Stone Creek Golf Course												4,509,237
602-Clackamas Broadband Utility									2,805,220			2,805,220
605-911 Center Fund												12,207,755
Enterprise Funds Total									2,805,220			19,522,212
Internal Service Funds												
744-Facilities Management Fund												17,726,651
747-Technology Services Fund									19,175,083			19,175,083
760-Self-Insurance Fund												59,416,372
761-Risk Management Claims Fund												17,989,464
770-Fleet Services Fund										6,439,557		6,439,557
Internal Service Funds Total									19,175,083	6,439,557		120,747,127
Grand Total	4,653,000	11,868,876	482,223	26,337,985	279,385,495	6,208,962	1,409,617	119,220,136	23,495,303	193,214,370	1,422,060	1,164,620,439

The FY22-23 budget provides for 2,406 full-time equivalent positions (FTE). This is an increase of 39 FTE from the amended FY21-22 budget.



The largest employers are:

- Health, Housing and Human Services with 736 positions (31%). After having reduced staffing several years ago, Health, Housing, and Human Services has increased positions substantially beginning FY2020-21 due to COVID-19 related positions primarily in the Health Centers and Public Health Programs.
- Sheriff/Community Corrections with 585 positions (24%). The department has been actively recruiting for the past several years. The number of filled positions has risen from 568 FTE in FY19-20 to a current rate of 585 FTE.
- Department of Transportation & Development with 300 positions (12%).

Included in the Non-Departmental & Pass-Through classification are 159 employees covered by payrolls processed by the General County for other County agencies. These are employees of Clackamas County but are paid for from separate agency budgets not included in this document.

Summary of Full-Time Equivalents by Department**County Workforce Summary**

Department	FY19-20 Actuals	FY20-21 Actuals	FY21-22 Amended	FY22-23 Proposed	% change
Assessor	60.0	60.0	61.0	61.0	0.0%
Business & Community Services	44.5	42.5	43.5	43.5	0.0%
Clerk	19.0	19.0	19.0	19.0	0.0%
County Administration	18.4	19.8	22.3	21.8	-2.2%
County Counsel	12.8	12.8	12.8	12.8	0.0%
Disaster Management	11.0	11.8	19.5	19.7	1.0%
District Attorney	83.7	82.7	90.7	90.7	0.0%
Emergency Communications	53.8	53.8	56.0	57.0	1.8%
Finance	97.5	97.7	99.7	100.7	1.0%
Health, Housing & Human Services	577.4	671.0	726.4	735.9	1.3%
Human Resources	43.0	43.0	44.0	44.0	0.0%
Justice Court	8.0	7.0	7.0	7.0	0.0%
Juvenile	47.0	47.0	45.0	43.0	-4.4%
Law Library	2.4	2.4	2.4	2.4	0.0%
Miscellaneous & Pass-Through	150.1	150.3	155.5	158.5	1.9%
Public & Government Affairs	22.0	22.0	24.5	24.5	0.0%
Resolution Services	9.9	9.1	6.8	6.2	-9.7%
Sheriff / Community Corrections	568.0	555.1	557.0	585.0	5.0%
Technology Services	56.0	56.0	58.0	57.0	-1.7%
Tourism & Cultural Affairs	15.0	4.0	7.5	9.5	26.7%
Transportation & Development	301.6	297.7	301.7	299.7	-0.7%
Treasurer	6.0	7.0	7.0	7.0	0.0%
Total Budgeted Full-Time Equivalents (FTE's)	2,207.1	2,271.6	2,367.4	2,405.9	1.6%

Summary of Vacancies, Temps, and Limited Term

County Workforce Summary

Department	FY21-22							FY22-23	
	Lim Term (Temp)	Temporary	Total	Adopted	Year End	Year End	Year End	Current	Proposed
				(FTE)	Projected	Projected	Projected	Vacant	
				(REG FTE)	(LT FTE)	(Total FTE)	(FTE)	(FTE)	
General County Administration		3.0	3.0	20.5	22.3		22.3	1.0	21.8
Assessor		1.0	1.0	60.0	61.0		61.0	4.0	61.0
Clerk		1.0	1.0	19.0	19.0		19.0	1.0	19.0
Treasurer		4.0	4.0	7.0	7.0		7.0	-	7.0
Sheriff /Communication Corrections		2.0	2.0	553.0	557.0		557.0	53.0	585.0
District Attorney			-	82.7	90.7		90.7	7.0	90.7
Justice Court			-	7.0	7.0		7.0	2.0	7.0
Juvenile			-	45.0	45.0		45.0	12.0	43.0
County Counsel		2.0	2.0	12.8	12.8		12.8	-	12.8
Disaster Management			-	15.8	17.5	2.0	19.5	3.0	19.7
Emergency Communications			-	55.8	56.0		56.0	7.0	57.0
Public & Government Affairs		1.0	1.0	22.0	24.5		24.5	3.0	24.5
Employee Services (HR)		4.0	4.0	43.0	44.0		44.0	6.0	44.0
Finance	1.0		1.0	97.7	99.7		99.7	10.0	100.7
Technology Services		2.0	2.0	55.0	58.0		58.0	9.0	57.0
Transportation & Development		46.0	46.0	301.7	301.7		301.7	40.0	299.7
Health, Housing & Human Services		12.0	12.0	679.4	692.4	34.0	726.4	130.0	735.9
Business & Community Services		1.0	1.0	42.5	42.5	1.0	43.5	7.0	43.5
Resolution Services			-	6.8	6.8		6.8	-	6.2
Tourism & Cultural Affairs			-	6.5	7.5		7.5	-	9.5
Law Library		50.0	50.0	2.4	2.4		2.4	1.0	2.4
Miscellaneous & Pass-Through			-	154.5	154.5	1.0	155.5	24.0	158.5
Total	1.0	129.0	130.0	2,290.1	2,329.4	38.0	2,367.4	320.0	2,405.9

COUNTY DEBT SUMMARY

The County follows ORS 287A provisions which sets debt limits based upon real market value. As of June 30, 2022, real market value of the taxable property in the County is \$94.3 billion. The table below shows the breakdown of outstanding debt and the percent of capacity issued by the County.

Clackamas County Outstanding Long-Term Debt

	Date of Issue	Date of Maturity	Amount Issued	Amount Outstanding
General Obligation Debt				
2016B (Tax-Exempt)	9/29/2016	6/1/2031	53,155,000	46,055,000
Full Faith and Credit Debt				
2012 Refunding (PSB and Sheriff)	9/6/2012	1/1/2033	18,750,000	12,255,000
2018 Refunding (DSB)	2/16/2018	6/1/2027	28,255,000	15,550,000
2020 Refunding (Jail, Red Soils, Light Rail)	8/20/2020	6/1/2040	26,690,000	22,925,000
2020 Obligation (DTD)	8/20/2020	6/1/2040	20,000,000	18,740,000
			93,695,000	69,470,000

Clackamas County Debt Capacity

Measure 5 Real Market Value ⁽¹⁾ (FY21-22)		\$94,266,511,409			
	Debt Limit (% of RMV)	Total Debt Capacity	Outstanding Debt Subject to Limit	Remaining Legal Capacity	% of Capacity Issued
General Obligation Bonds ⁽²⁾	2%	\$1,885,330,228	46,055,000	1,839,275,228	2.4%
Limited Tax Pension Bonds ⁽³⁾	5%	\$4,095,424,126	-	4,095,424,126	0.0%
Limited Tax Obligations ⁽⁴⁾	1%	\$942,665,114	69,470,000	873,195,114	7.4%

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

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

(3) The County has no pension bonds outstanding.

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

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

- 2016 GO Bonds: In 2016, the County issued \$59.0 million in general obligation bonds approved by voters in May 2016 to finance the replacement of first responders' emergency radio communications system to expand coverage and provide disaster reinforcement. The projected levy will not exceed 10 cents per \$1,000 of assessed value. The outstanding balance is \$46.1 million and will be repaid in 2031.

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

- **2012 Refunding Bonds**: The County issued debt in 2003 to construct a new Public Services Building and update the Emergency Operations Center located on the County’s Property in Oregon City. The County also purchased the Public Safety Training Center from Clackamas County Sheriff’s Office and other law enforcement agencies as well as a public shooting range. These two issues were refunded in 2012 and this new combined debt has \$12.3 million outstanding, with final payment due in 2033.
- **2018 Refunding Bonds**: In 2007, the county issued bonds to build a second building for county offices on the Red Soils property in Oregon City and construct other improvements to the campus as provided for in the Master Plan. The Development Services Building and campus improvements were completed in 2008. The debt was refunded in 2018 to reduce interest expense. The outstanding balance is \$15.6 million with final maturity in 2027.
- **2020 Refunding Bonds (original issuance was 2009)**: In 2009, debt of \$34.8 million was issued to finance remodeling, and repurposing facilities used by the Sheriff Department and reimburse project costs at the Development Services Building. The County-owned Brooks Building (formerly known as the Sunnybrook Service Center) was remodeled for use as a central Sheriff’s Office in the Clackamas area. At the existing jail, facility improvements, 50 additional beds, and a medical care unit were added. In 2010, a warehouse was purchased adjacent to the Red Soils campus which now houses an evidence processing facility. The outstanding balance of \$12.9 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2029.
- **2020 Refunding Bonds (original issuance was 2012)**: In 2012, Clackamas County issued a \$20.1 million bond to finance its share of the Portland-Milwaukie Light Rail project. The balance of \$10.0 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2028. A \$6.8 million balloon payment is due in 2028.

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

Total Debt Service (DS)			
FY Debt Service	Principal	Interest	Total DS
22-23	10,425,000	4,440,263	14,865,263
23-24	11,115,000	3,929,613	15,044,613
24-25	11,530,000	3,385,213	14,915,213
25-26	12,315,000	2,848,363	15,163,363
26-27 to 39-40	70,140,000	7,618,481	77,758,481
Total	115,525,000	22,221,931	137,746,931

Summary of Resources and Requirements

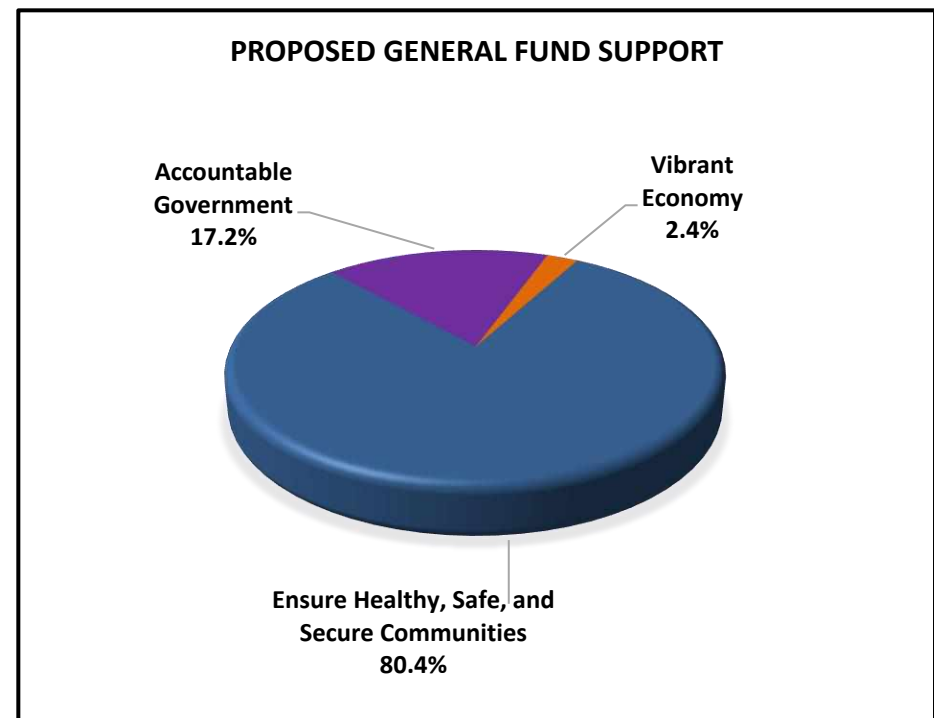
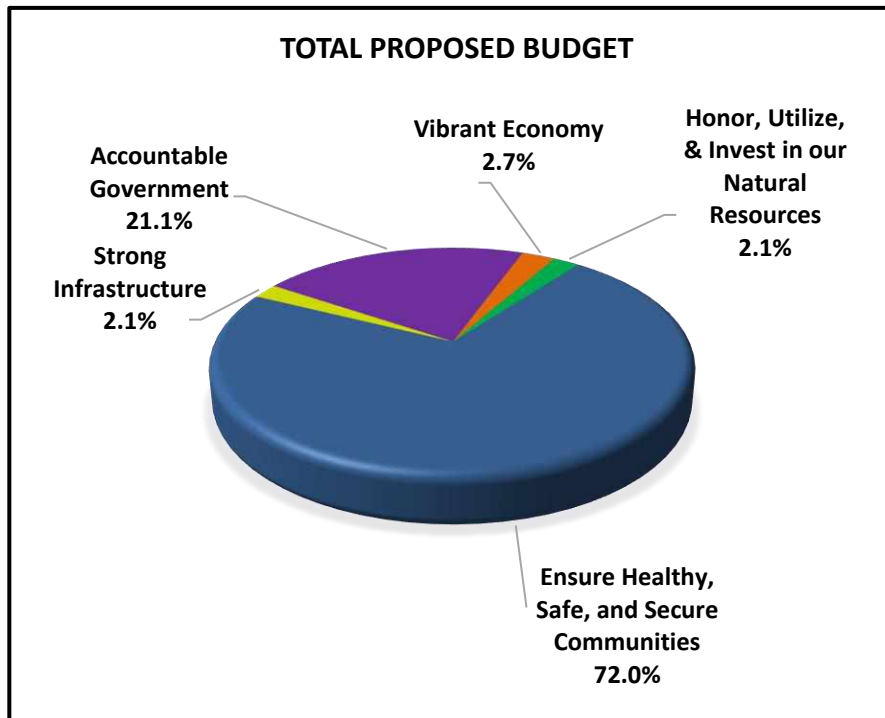
General Fund Budget Summary

	FY19-20 Actuals	FY20-21 Actuals	FY21-22 Amended	FY21-22 Projection	FY22-23 Proposed	\$ Change	% Change
Resources by Category							
Beginning Fund Balance	83,062,280	73,614,430	67,439,926	84,649,206	78,704,017	11,264,091	16.7%
Current Revenues							
Taxes	133,082,464	140,368,670	139,964,601	145,861,139	150,947,359	10,982,758	7.8%
Federal, State, Local, All Other Gifts & Donations	27,984,829	29,580,296	24,721,164	24,429,551	24,776,596	55,432	0.2%
Charges/Fees/License/Permits/Fines/Assessments	38,204,442	39,498,523	43,872,235	41,255,224	43,209,634	(662,601)	-1.5%
Revenue from Bonds & Other Debts	26,340	2,468,671	16,000	65,500	16,000	-	0.0%
All Other Revenue Resources	33,938,682	33,728,346	39,009,511	34,621,996	39,421,236	411,725	1.1%
Interfund Transfers	105,410,819	98,274,572	2,066,189	1,957,227	649,703	(1,416,486)	-68.6%
General Fund Support *	-	-	121,945,952	121,690,149	129,170,985	7,225,033	5.9%
Subtotal Current Revenues	338,647,577	343,919,078	371,595,652	369,880,786	388,191,513	16,595,861	4.5%
Total Resources	421,709,857	417,533,508	439,035,578	454,529,992	466,895,530	27,859,952	6.3%
Requirements by Category							
Personnel Services	152,529,355	154,857,865	168,452,230	163,606,778	173,963,941	5,511,711	3.3%
Materials & Services	49,770,440	50,323,773	54,418,597	50,863,389	52,069,104	(2,349,493)	-4.3%
Capital Outlay	2,353,501	2,387,636	1,789,984	2,408,960	3,842,211	2,052,227	114.7%
General Fund Support *			121,945,952	121,690,149	129,170,985	7,225,033	5.9%
Subtotal Current Expenditures	204,653,296	207,569,273	346,606,762	338,569,275	359,046,241	12,439,478	3.6%
Debt Service	244,303	495,217	-	-	-	-	-
Special Payments	20,317,793	10,930,800	13,074,054	13,006,257	7,612,317	(5,461,737)	-41.8%
Interfund Transfer	122,880,034	113,889,012	24,865,585	24,250,444	31,505,320	6,639,735	26.7%
Contingency	-	-	20,709,068	-	27,589,649	6,880,581	33.2%
Appropriated Expenditures	348,095,426	332,884,302	405,255,470	375,825,976	425,753,527	20,498,057	5.1%
Reserve for Future Expenditures	-	-	21,569,823	-	26,085,146	4,515,323	20.9%
Year End Projected Balance				78,704,017		-	-
Unappropriated Ending Fund Balance	-	-	12,210,293		15,056,857	2,846,564	23.3%
Total Requirements	348,095,426	332,884,302	439,035,586	454,529,993	466,895,530	27,859,944	6.3%

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

General Fund Departments - FY22-23 Proposed Budget by Priority

BCC Priority	FY22-23 Proposed Budget	FY22-23 Proposed General Fund Support	GF Support % of Budget
Vibrant Economy	5,743,629	3,119,619	54.3%
Honor, Utilize, & Invest in our Natural Resources	4,496,543		0.0%
Ensure Healthy, Safe, and Secure Communities	155,905,426	103,791,606	66.6%
Strong Infrastructure	4,500,000		0.0%
Accountable Government	45,764,144	22,259,760	48.6%
Total Operating	216,409,742	129,170,985	59.7%
Total Non-Operating	250,485,788		0.0%
Grand Total	466,895,530	129,170,985	27.7%



General Fund - Resources by Department and Category FY22-23 Proposed Budget

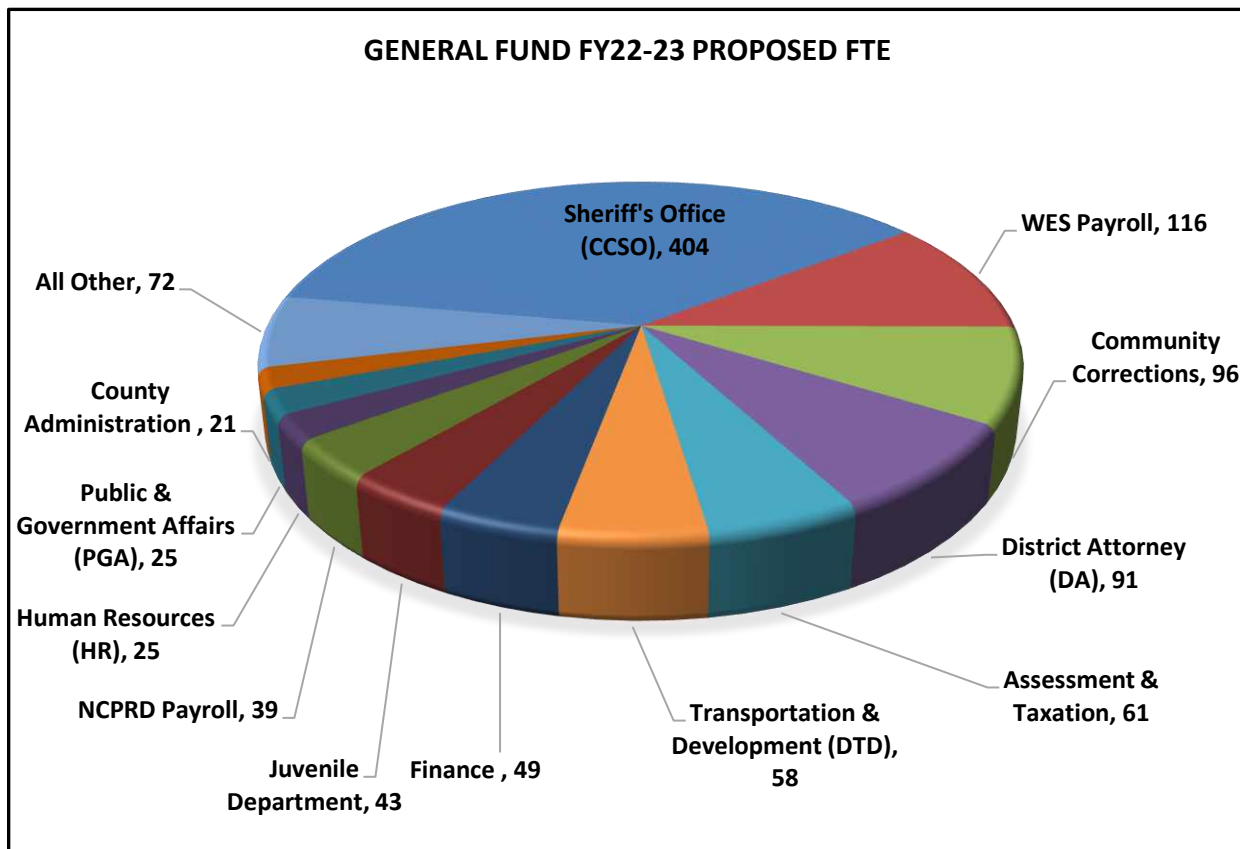
Department	Beginning Fund Balance	Taxes	Federal, State, Local, All Other Gifts & Donations	Charges, Fees, License, Permits, Fines, Assessments	Revenue from Bonds & Other Debts	All Other Revenue Resources	Other Interfund Transfers	General Fund Support	Total
Assessment & Taxation			1,350,000			199,329		8,335,660	9,884,989
Board of County Commissioners						-		-	-
Community Corrections	2,309,395		10,198,863	590,500	-	383,365	27,552	5,144,247	18,653,922
County Administration			-	1,050,700		-	-	4,820,429	5,871,129
County Clerk	143,108		-	4,047,970		250,000			4,441,078
County Counsel	40,000		-	793,200		-		2,468,735	3,301,935
Disaster Management	-		331,762	-		176,104	-	3,657,814	4,165,680
District Attorney (DA)	11,102		2,899,661	370,031		-	-	13,945,508	17,226,302
Finance	404,594		13,330	5,127,408	9,000	245,000	-	3,347,274	9,146,606
Human Resources (HR)	103,644		-	4,054,669		-		1,329,072	5,487,385
Inactive Departments				-					-
Justice Court	1,065,000		-	3,138,000		450,000			4,653,000
Juvenile Department	-		1,916,521	4,524		-	158,394	9,789,438	11,868,877
Misc/Pass-Through						24,748,523			24,748,523
Non Departmental	70,106,986	150,947,359	4,285,000	16,000	-	381,920	-		225,737,265
Public & Government Affairs (PGA)	242,698		217,363	1,360,795		3,454,076		934,030	6,208,962
Resolution Services	-		601,004	179,500		-	-	629,113	1,409,617
Sheriff's Office (CCSO)	1,338,198		2,374,462	14,824,937	7,000	7,023,419	331,927	68,998,058	94,898,001
Transportation & Development (DTD)	2,939,292		588,630	7,253,900	-	2,109,500	131,830	4,747,047	17,770,199
Treasurer's Office			-	397,500				1,024,560	1,422,060
Total	78,704,017	150,947,359	24,776,596	43,209,634	16,000	39,421,236	649,703	129,170,985	466,895,530

General Fund - Requirements by Department and Category FY22-23 Proposed Budget

Department	Personnel Services	Materials and Services	Capital Outlay	Special Payments	Transfers	Contingency	Unappropriate d Ending Fund Balance	Reserve for Future Expenditures	Total
Assessment & Taxation	7,500,702	2,384,287	-						9,884,989
Board of County Commissioners	-	-							-
Community Corrections	13,105,198	5,426,624	-	122,100			-		18,653,922
County Administration	3,928,147	1,359,982		583,000					5,871,129
County Clerk	2,180,634	1,743,924	8,000	232,000			276,520		4,441,078
County Counsel	2,896,984	364,950	40,000				-		3,301,934
Disaster Management	2,701,390	1,424,290	-	40,000					4,165,680
District Attorney (DA)	14,459,976	2,285,825		480,500	-				17,226,301
Finance	6,927,093	2,219,514	-				-		9,146,607
Human Resources (HR)	4,305,024	1,182,360					-		5,487,384
Justice Court	858,999	1,078,760		1,200,000	-		1,515,241		4,653,000
Juvenile Department	6,650,010	5,050,210		168,656	-		-		11,868,876
Misc/Pass-Through	24,748,522								24,748,522
Non Departmental	-	34,000		-	160,530,124	26,908,050	13,265,096	25,000,000	225,737,270
None		-							-
Public & Government Affairs (PGA)	4,305,234	1,617,667	-	286,061			-		6,208,962
Resolution Services	1,085,812	323,805					-		1,409,617
Sheriff's Office (CCSO)	69,407,845	21,616,593	3,727,381	-	146,181		-		94,898,000
Transportation & Development (DTD)	7,766,282	3,670,342	66,830	4,500,000	-	681,599	-	1,085,146	17,770,199
Treasurer's Office	1,136,089	285,971							1,422,060
Total	173,963,941	52,069,104	3,842,211	7,612,317	160,676,305	27,589,649	15,056,857	26,085,146	466,895,530

General Fund FTE By Department

Department	FY21-22 Estimated FTE	FY22-23 Proposed FTE	Change
Sheriff's Office (CCSO)	398	404	6
WES Payroll	116	116	-
Community Corrections	96	96	-
District Attorney (DA)	91	91	-
Assessment & Taxation	61	61	-
Transportation & Development (DTD)	59	58	(1)
Finance	48	49	1
Juvenile Department	45	43	(2)
NCPRD Payroll	36	39	3
Human Resources (HR)	25	25	-
Public & Government Affairs (PGA)	25	25	-
County Administration	22	21	(1)
County Clerk	19	19	-
Disaster Management	16	16	-
County Counsel	13	13	-
Justice Court	7	7	-
Treasurer's Office	7	7	-
Resolution Services	7	6	(1)
Development Agency Payroll	4	4	-
Total	1,093	1,099	6



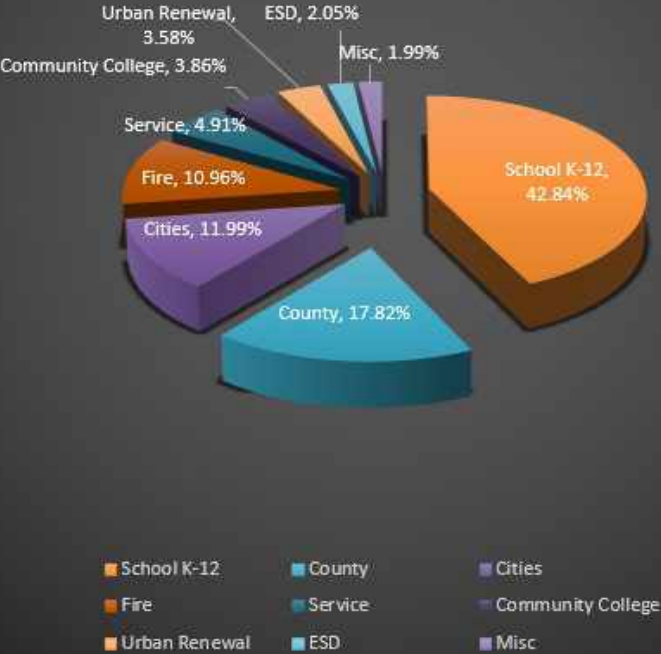


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CLACKAMAS
COUNTY



Property Taxes Support Local Services



Assessment & Taxation

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Administration	The Assessor's office had uninterrupted service to the public throughout the pandemic.
Administration	The 2021-22 Tax Roll was certified in October with \$94.2B in Market Value, a 9.6% increase; \$58.2B in taxable value, a 4.3% increase; and billing and collection of \$998.6 M in taxes, an increase of 3.79%.
Administration	We continued to successfully administer Oregon's Property Tax system while implementing new software and we are now creating new and more efficient ways of doing business in a paperless environment.
Administration	Over 50% of our staff have worked onsite during the past two years, we have completed our staff telework agreements and 50% of our staff work remotely 1 to 2 day per week. Everyone is in the office on Tuesdays.
Valuation	Successful testing and implementation of new software has enabled our appraisers to capture new construction and inventory in the field, staff are excited about the improvements and we are seeing great success. This furthers our goal of a GIS/CAMA integration and is aiding in improving processes and increasing efficiencies, we will continue to modify our Appraisal work procedures as implementation and training continue to develop.
Valuation	We play a major role in the eligibility determinations and annual monitoring of qualifications for state tax programs such as Enterprise Zones projects and administering new tax laws that support affordable housing (51 new applications this year) that align with County's goal of Building a Strong Economy.
Valuation	The County continues to experience substantial growth; in 2021 our 10 field appraisers valued nearly 11,200 accounts including 1,317 new homes. Cities in Clackamas County continue to be in the top growth areas of the State. Happy Valley with 15% growth and Estacada with 24% growth in 2021. The growth has created a perpetual strain on our resources to capture all new construction on the tax roll.
Valuation	We are in year 2 of another successful implementation of new software allowing electronic Inventory Filing for Business Personal Property owners. This efficiency is reducing the need for additional overtime and increasing staff production on other work.
Revenue & Records	Property tax collections for FY ending June 30, 2021 were 98% collected, slightly above prior year's collection rates.
Revenue & Records	Property taxes were billed to over 178,000 property owners and 90% of the \$998.6 M was distributed to 130 local taxing districts by Dec 31, 2021.
Revenue & Records	A vendor was selected from a recent RFP process for a new printing and mailing service for tax statements, this vendor provides the option to receive a paperless tax statement. This has been a request from taxpayers for many years and a huge step forward that has future potential of printing and postage cost savings.
Revenue & Records	In 2021, our GIS team reached 99% completion to eliminate manual map drafting of more than 3,400 assessment maps. This has been a multi year project following Statewide mapping guidelines to digitize maps throughout Oregon.

Performance Clackamas

Results Measures

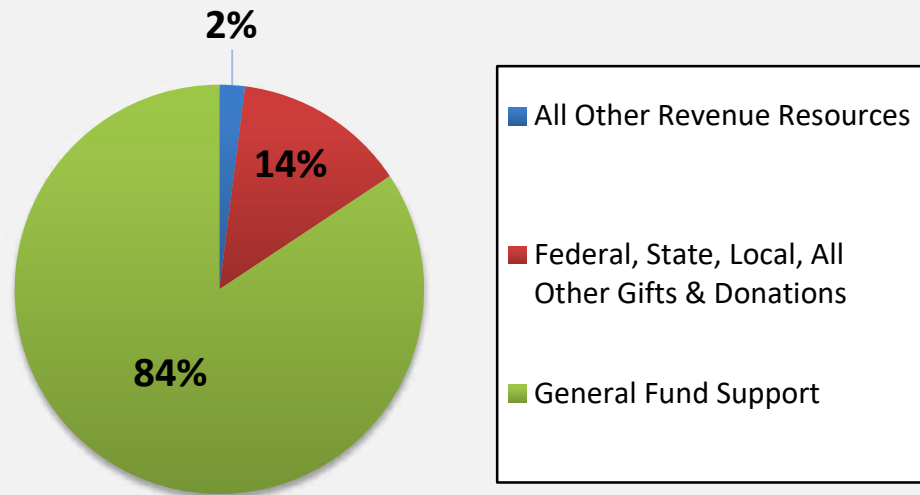
Line of Business/Program	Results Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Administration	Total cost per account	\$49	\$52	\$53	\$55
Property Valuation	# of new construction/property change appraisals completed	7,433	7,000	7,859	8,500
	# of real properties not physically re-appraised in the past six years	155,000	150,000	152,381	153,000
Valuation Adjustment	# of real property accounts with tax roll corrections completed for omitted property	183	300	247	275
Tax Revenue	97% of tax dollars are collected by the end of the fiscal year	97%	97%	97%	97%
	# of credit, debit and E-check online payment postings	14,935	16,000	18,000	20,000
Property Records	% of Assessor's tax maps digitized	86%	91%	99%	99%
	# of property record changes completed	20,865	19,102	17,979	18,338

Program Profiles: FY 22-23 Summary

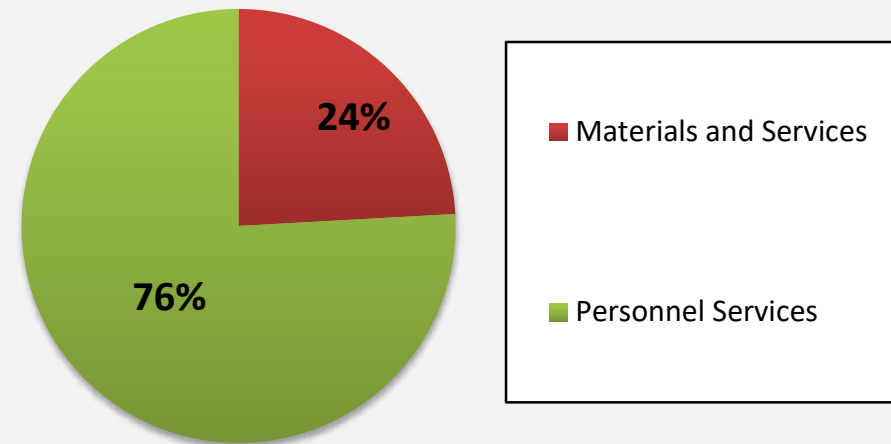
Line of Business	Program	Total Funds (\$ millions)	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Valuation	Annual Property Valuation	\$2.78 M	73%	27%	S	100%	60%
Valuation	Value Adjustment	\$2.47 M	54%	46%	S	100%	33%
Revenue & Records	Tax Certification, Collection, & Distribution	\$1.66 M	75%	25%	S	100%	100%
Revenue & Records	Property Records & Customer Service	\$1.91 M	80%	20%	S	100%	100%

FY 22-23 Revenue and Expenses

Revenues



Expenses



Department Summary by Fund

Department of Assessment & Taxation (10)



Department Budget Summary by Fund

<i>Line of Business</i>		FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23
<i>Program</i>	<i>Prog #</i>	FTE	General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**
Administration						
Office of the Assessor & Taxation	100101	2.0	1,050,446		1,050,446	1,006,184
Property Tax Revenue & Records						
Property Records & Customer Service	100202	15.5	1,916,157		1,916,157	1,531,684
Tax Certification, Collection & Distribution	100203	11.5	1,658,357		1,658,357	1,245,960
Valuation						
Annual Property Valuation	100302	15.5	2,788,330		2,788,330	2,445,297
Value Adjustment	100303	16.5	2,471,700		2,471,700	2,106,535
TOTAL		61.0	9,884,990		9,884,990	8,335,660
FY 21-22 Budget		61.0	9,497,990	18,268	9,516,258	6,852,989
\$ Increase (Decrease)		0.0	387,000	-18,268	368,732	1,482,671
% Increase (Decrease)		0.0%	4.1%	-100.0%	3.9%	21.6%

* FY21-22 ARPA revenue of \$18,268 offset by same amount in Personnel Services expense category.

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

Summary of Revenue & Expenses

Assessor (10)

	2019-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	1,708,856	1,754,859	1,413,268	1,473,892	1,350,000	-63,268	-4.5%
All Other Revenue Resources ***	1,028,577	1,690,853	1,250,000	200,000	199,329	-1,050,671	-84.1%
General Fund Support	5,558,199	5,444,881	6,852,989	7,748,863	8,335,660	1,482,671	21.6%
Operating Revenue	8,295,632	8,890,593	9,516,257	9,422,755	9,884,989	368,732	3.9%
Total Revenue	8,295,632	8,890,593	9,516,258	9,422,755	9,884,989	368,731	3.9%
Personnel Services	6,292,930	6,704,081	7,135,427	7,090,428	7,500,702	365,275	5.1%
Materials and Services	1,867,755	2,064,040	2,268,691	2,332,327	2,384,287	115,596	5.1%
Capital Outlay	134,947	122,470	112,140	-	-	-112,140	0%
Operating Expenditure	8,295,632	8,890,591	9,516,258	9,422,755	9,884,989	368,731	3.9%
Total Expense	8,295,632	8,890,593	9,516,258	9,422,755	9,884,989	368,731	3.9%
Revenues Less Expenses	-	-	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	60.0	60.0	61.0	61.0	61.0	0.0	0.0%

*FY21-22 ARPA funding of \$18,268 is shown in Personnel Services expense category.

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

***In FY22-23 Declass Property Tax revenue shifted to Fund 100 Non-Departmental, with an offset to Assessor's General Fund Support revenue.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
Our need for improved technology to reduce paper centric work processes which led to new software purchases have provided significant efficiencies yet also increased software maintenance costs and require additional staff time for implementation and training.	Implementation and staff training hours will be absorbed but the concern is the impact on our current workload
With a strong real estate market, we experienced a decline in residential property appeals; however, the percentage of Commercial and Industrial appeals increased 9% at BOPTA and have also increased dramatically at the Magistrate Division of the Oregon Tax Court. 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.	This will require a significant amount of resources; the impact is not fully known. Appeals that proceed to the Oregon Tax Court require narrative reports, and depending on complexity, may be outside our normal scope of work. A contract fee appraiser may be required, which will necessitate a supplemental budget request.
Significant growth in the County continues to support the need for additional FTE in Valuation and would move us closer to DOR staffing guidelines. Resources are needed to capture all new construction to maintain a complete, fair, & accurate tax roll that complies with Oregon Statute.	Unable to complete reappraisal on a regular cycle. This results in loss revenue due to property not being on the tax roll.

End of Presentation



Department of Assessment & Taxation (10)

Mission

The mission of the Assessment & Taxation Department is to administer the State property tax laws; including Appraisal, Assessment, Tax Collection and Mapping services to property taxpayers, county citizens and taxing districts so they can have confidence in the tax system, districts are funded to deliver their services, and all stakeholders receive the highest quality customer experience.

Department of Assessment & Taxation (10)

Tami Little, County Assessor
Bronson Rueda, Deputy Assessor
FTE 61.0
Total Budget \$9,884,990

General Fund Support \$8,335,660

Administration T. Little FTE 2.0 Total Budget \$1,050,446 Gen Fund \$ 1,006,184	Property Tax Revenue & Records B. Rueda FTE 27.0 Total Budget \$3,574,514 Gen Fund \$ 2,777,644	Valuation L. Longfellow FTE 32.0 Total Budget \$5,260,030 Gen Fund \$ 4,551,832
Office of the Assessor & Taxation T. Little FTE 2.0 Total Budget \$1,050,446 Gen Fund \$ 1,006,184	Property Records & Customer Service M. Nava FTE 15.5 Total Budget \$1,916,157 Gen Fund \$ 1,531,684	Annual Property Valuation J. Bonnet FTE 15.5 Total Budget \$2,788,330 Gen Fund \$ 2,445,297
	Tax Certification, Collections, & Distribution M. Coy FTE 11.5 Total Budget \$1,658,357 Gen Fund \$ 1,245,960	Value Adjustment T. Cooper FTE 16.5 Total Budget \$2,471,700 Gen Fund \$ 2,106,535

Department of Assessment & Taxation (10)

Department Budget Summary by Fund

Line of Business		FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23
Program	Prog #	FTE	General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**
Administration						
Office of the Assessor & Taxation	100101	2.0	1,050,446		1,050,446	1,006,184
Property Tax Revenue & Records						
Property Records & Customer Service	100202	15.5	1,916,157		1,916,157	1,531,684
Tax Certification, Collection & Distribution	100203	11.5	1,658,357		1,658,357	1,245,960
Valuation						
Annual Property Valuation	100302	15.5	2,788,330		2,788,330	2,445,297
Value Adjustment	100303	16.5	2,471,700		2,471,700	2,106,535
TOTAL		61.0	9,884,990		9,884,990	8,335,660
FY 21-22 Budget		61.0	9,497,990	18,268	9,516,258	6,852,989
\$ Increase (Decrease)		0.0	387,000	-18,268	368,732	1,482,671
% Increase (Decrease)		0.0%	4.1%	-100.0%	3.9%	21.6%

* FY21-22 ARPA revenue of \$18,268 offset by same amount in Personnel Services expense category.

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



Administration Line of Business

Office of the Assessor & Taxation

Purpose Statement

The purpose of the Office of the Assessor and Tax Collector Program is to provide leadership and support services to all A & T Programs so we can accurately, fairly, and equitably accomplish the administrative requirements of Oregon's Property Tax System.

Performance Narrative Statement

The Assessor's Office shares in the commitment with the County Board of Commissioners to achieve positive results for our customers through enterprise-wide accountability, transparency, and credibility designed to build public trust through good government. For over 30 years the Clackamas County Assessor's office has advanced a work culture dedicated to providing excellent customer service. We work to accomplish this by providing outstanding public service. We are responsive to the needs of taxpayers, citizens, and taxing districts. We provide outreach to the public and business community through meetings, training sessions, public service videos, and online information. Annual legislative sessions can bring changes to the requirements of Oregon's property tax system and an ongoing challenge to help Oregonians understand our complicated tax system. Since 2000, the County has seen significant growth with over 24,000 added tax accounts, market value increases of 197%, from \$29 billion to \$111 billion. Taxes extended for collection have increased from \$342 million to over \$998 million, an increase of 192%. The County's growth has far outpaced our staffing levels which have increased by only 6%. From the mid 1990's until 2016, A&T remained stationary at 57.5 positions, we currently have 61. This demonstrates our continuous efforts to increase processing efficiencies and our diligent efforts to maintain a well-qualified, competent staff. We have been steadfast in maintaining clear goals and direction for meeting our performance objectives. It's important to address our vulnerability in sustaining these goals and meeting workload demands. In past years we have successfully qualified for the CAFFA Grant based on our output performance and successful completion of required work. While we appreciate three separate budget approvals since 2016 adding 3.5 positions, we continue to fall > 10% below the Department of Revenue's recommended staffing guidelines for Clackamas County. For FY 2023 we are not requesting additional positions due to current budget constraints. However, we continue to state that insufficient appraisal staffing could potentially put future CAFFA dollars at risk if workload demands continue at the current pace. Limited resources also perpetuate the growing issue of property not included on the tax roll, which is one of our Performance Clackamas strategic goals. Repercussions include lost revenue and a lack of fairness and equity among taxpayers.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Result	Department will operate within 95% of its annual adopted budget	95%	95%	95%	95%	95%
Result	A partnership funding agreement will be in place to achieve annual flights of oblique aerial imagery by 2023	0%	50%	75%	75%	75%
Efficiency	Total cost per account	\$46	\$49	\$52	\$53	\$55
Efficiency	Tax revenue generated per \$ of budgeted expenditure	\$112	\$109	\$106	\$105	\$104

Program includes:

Mandated Services	<input checked="" type="checkbox"/> Yes
Shared Services	<input checked="" type="checkbox"/> Yes
Grant Funding	<input checked="" 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 (with funding source)

Explanation The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program. The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

1. Maintenance of constitutionally required real market value on all property
2. Creation of an Assessment Roll and a Tax Roll
3. Appraisal of all Measure 50 exceptions completed timely
4. Resolution of appeals in a timely manner
5. Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas: 1. Assessment, 2. Cartography and GIS Administration, 3. Property Valuation, 4. Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals, 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 & Taxation

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	187,679	196,342	49,904	51,514	44,262	(5,642)	-11%
General Fund Support*	321,590	351,501	359,046	338,124	1,006,184	647,138	180%
Operating Revenue	509,269	547,843	408,950	389,638	1,050,446	641,496	157%
Total Revenue	509,269	547,843	408,950	389,638	1,050,446	641,496	157%
Personnel Services	447,593	356,015	333,968	334,969	360,334	26,366	8%
Materials & Services	61,675	191,828	74,982	54,669	690,112	615,130	820%
Operating Expense	509,268	547,843	408,950	389,638	1,050,446	641,496	157%
Total Expense	509,269	547,843	408,950	389,638	1,050,446	641,496	157%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

*In FY22-23 Declass Property Tax revenue shifted to Fund 100 Non-Departmental, with an offset to Assessor's General Fund Support revenue.



Property Tax Revenue & Records Line of Business

Property Records & Customer Service

Purpose Statement

The purpose of the Property Records & Customer Service Program is to provide current and historical property information services to property owners, taxpayers, other jurisdictions, and the public so they can determine ownership, value, taxation, boundaries and history of property so they can make informed property decisions.

Performance Narrative Statement

This program processed nearly 21,000 deeds in 2021 resulting in ownership, address, and/or boundary changes. On average, property records were updated within 5 business days to accurately reflect owner names, mailing and situs address on the current tax roll. The volume of real estate activity requires prioritization of staff to maintain GIS mapping data and assessment records accurately in preparation of closing our annual tax roll in October. In the past year we made significant progress and we're near a successful conclusion of digitizing all A&T maps; some work remains on final verification of acreage. We have retired 3,394 out of 3,427 hand drafted Mylar maps with digital GIS maps. We continue to prioritize and maintain outstanding customer service, responding within one business day to customer inquiries and within one week on record requests.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Result	# of property record changes completed	17,305	20,865	19,102	17,979	18,338
Result	>95% of phone calls returned within one business day	>95%	>95%	>95%	>95%	>95%
Result	% of Assessor's tax maps digitized	77%	86%	91%	99%	99%

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☒ Yes

Explain all "Yes" boxes below

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

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

Explanation The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include

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Property Tax Revenue & Records Line of Business

Property Records & Customer Service

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	485,932	351,569	402,196	380,375	343,033	(59,163)	-15%
All Other Revenue Resources	33,892	43,352	37,000	44,400	41,440	4,440	12%
General Fund Support	1,279,662	1,527,767	1,781,237	1,709,562	1,531,684	(249,553)	-14%
Operating Revenue	1,799,486	1,922,688	2,220,433	2,134,337	1,916,157	(304,276)	-14%
Total Revenue	1,799,486	1,922,688	2,220,433	2,134,337	1,916,157	(304,276)	-14%
Personnel Services	1,359,319	1,474,297	1,713,130	1,689,130	1,644,107	(69,023)	-4%
Materials & Services	440,166	448,391	507,303	445,207	272,050	(235,253)	-46%
Operating Expense	1,799,485	1,922,688	2,220,433	2,134,337	1,916,157	(304,276)	-14%
Total Expense	1,799,486	1,922,688	2,220,433	2,134,337	1,916,157	(304,276)	-14%
Revenue Less Expenses	-	-	-	-	-		
Significant Issues and Changes							



Property Tax Revenue & Records Line of Business

Tax Certification, Collection, & Distribution

Purpose Statement

The purpose of the Tax Revenue Program is to provide tax certification, value notification, billing, collection, distribution, reporting, and consulting services to property owners, taxpayers, and taxing districts so taxpayers know the amount of tax to pay and districts know the amount of revenue to be distributed.

Performance Narrative Statement

The Assessor's office is currently in a procurement process for a vendor to print and mail our yearly property tax statements and also offer taxpayers the option to receive statements electronically by November 2022. Annexations and withdrawals were processed timely and accurately to be correctly reflected on the 2021-22 tax roll. The program successfully processed levy requirements for 128 taxing districts used to produce a total tax roll of \$998 million dollars. Tax notifications were mailed to 176,073 accounts by October 22, 2021. Collection and distribution was timely with taxing districts receiving funds equivalent to 87% of the total tax roll within 15 days of the November collection date. We are on target to be 97% collected by the end of the 2021-22 fiscal year.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Result	87% of tax dollars distributed by November 30th each year	88%	88%	88%	87%	88%
Result	97% of tax dollars are collected by the end of the fiscal year	97%	97%	97%	97%	97%
Output	# of credit, debit and E-check online payment postings	12,033	14,938	16,000	18,000	20,000

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☒ Yes

Explain all "Yes" boxes below

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

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

Explanation The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

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.



Property Tax Revenue & Records Line of Business

Tax Certification, Collection, & Distribution

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	274,036	419,622	273,668	282,921	254,508	(19,160)	-7%
All Other Revenue Resources	169,393	177,203	145,000	155,600	157,889	12,889	9%
General Fund Support	1,170,735	1,117,993	1,331,886	1,260,729	1,245,960	(85,926)	-6%
Operating Revenue	1,614,164	1,714,818	1,750,554	1,699,250	1,658,357	(92,197)	-5%
Total Revenue	1,614,164	1,714,818	1,750,554	1,699,250	1,658,357	(92,197)	-5%
Personnel Services	1,114,924	1,217,044	1,191,670	1,187,670	1,254,133	62,463	5%
Materials & Services	499,240	497,774	558,884	511,580	404,224	(154,660)	-28%
Operating Expense	1,614,164	1,714,818	1,750,554	1,699,250	1,658,357	(92,197)	-5%
Total Expense	1,614,164	1,714,818	1,750,554	1,699,250	1,658,357	(92,197)	-5%

Revenues Less Expenses

- - - - -

Significant Issues and Changes

*In FY22-23 Declass Property Tax revenue shifted to Fund 100 Non-Departmental, with an offset to Assessor's General Fund Support revenue.



Valuation Line of Business

Annual Property Valuation

Purpose Statement

The purpose of the Annual Property Valuation Program is to provide appraisal, statistical, analytical and reporting services to property owners and taxpayers so they can have confidence that Clackamas County properties are valued at 100% of real market value.

Performance Narrative Statement

Our business efficiencies in Valuation continue to evolve offering more transparency and delivering more integrated and better services designed to build public trust that will result in the best allocation of resources. Our appraisers primarily complete field work, make and review value decisions and assist the public on valuation issues. Real estate sales activity, new construction and other exception events 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. While still impacted by resource limitations we have made good progress in the conversion of paper records for commercial, industrial, and multi-family properties into our mass appraisal database. This data conversion will allow us to build income property valuation models to enable valuation and recalculation of these types of properties within our system. The Property Valuation Program successfully implemented a new software program in 2021 with Masters Touch that allows for electronic online filing of Business Personal Property Returns and we're currently in the process of implementing two additional software programs: Mobile Assessor will allow for field entry of new construction that will then upload into our Computer Assisted Mass Appraisal system and ESRI Insights to improve and enhance our annual valuation program. All three of these initiatives will allow us to enhance and improve efficiencies as we continue to struggle with limited resources and forward our goal of GIS/CAMA integration which will enhance valuations, reduce the need for physical inspections, improve the quality of our inventory, which aligns with the strategic goal of building public trust and so that taxpayers can have confidence in the property tax system. Our demand for reappraisal remains high and mostly unmet. Excluding new construction, 152,381 or 93% of real property accounts have not been physically reappraised within the last 6 years

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Result	98% of neighborhood market areas valued at 100% of real market value and consistent with statutory requirement	98%	98%	98%	98%	98%
Output	# of new construction/property change appraisals completed	7,663	7,433	7,000	7,859	8,500
Demand	# of real properties not physically re-appraised in the past six years	152,000	155,000	150,000	152,381	153,000

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☒ Yes

Explain all "Yes" boxes below

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

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

Explanation

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

1. Maintenance of constitutionally required real market value on all property
2. Creation of an Assessment Roll and a Tax Roll
3. Appraisal of all Measure 50 exception completed timely
4. Resolution of appeals in a timely manner
5. Calculation, collection, and distribution of taxes

The State review 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 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

Annual Property Valuation

Budget Summary

	FY 19-20 Actual	FY 2021 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	380,605	393,663	332,292	367,680	343,032	10,740	3%
All Other Revenue Resources*	-	-	373,800	-	-	(373,800)	-100%
General Fund Support*	2,071,371	2,265,793	1,960,255	2,403,730	2,445,297	485,042	25%
Operating Revenue	2,451,976	2,659,456	2,666,347	2,771,410	2,788,329	121,982	5%
Total Revenue	2,451,976	2,659,456	2,666,347	2,771,410	2,788,329	121,982	5%
Personnel Services	1,851,104	2,038,526	1,967,317	1,953,317	2,102,799	135,482	7%
Materials & Services	465,926	498,459	586,890	818,093	685,530	98,640	17%
Capital Outlay	134,947	122,470	112,140	-	-	(112,140)	-100%
Operating Expense	2,451,977	2,659,455	2,666,347	2,771,410	2,788,329	121,982	5%
Total Expense	2,451,976	2,659,456	2,666,347	2,771,410	2,788,329	121,982	5%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

*In FY22-23 Declass Property Tax revenue shifted to Fund 100 Non-Departmental, with an offset to Assessor's General Fund Support revenue.



Valuation Line of Business

Value Adjustment

Purpose Statement

The purpose of the Value Adjustment Program is to provide exemption and deferral eligibility determinations, value and tax correction services, and dispute resolution services to property owners and taxpayers so they can experience tax relief appropriate to their property use, have their dispute issues efficiently decided consistent with procedural fairness within the law, and have confidence that they are paying the correct amount of tax.

Performance Narrative Statement

The real estate market continues to be strong in Clackamas County and residential properties will again see double digit growth in many market areas. Commercial/Industrial properties have suffered more over the past two years but hold fairly steady. Value appeals to the Board of Property Tax Appeals were down, however the percentage of Commercial/Industrial appeals continues to be significant and are much more complex than most residential appeals. We expect the percentage of Commercial/Industrial appeals to increase in 2022-23. While appeals to BOPTA were less than anticipated, appeals to the Magistrate Division of the Tax Court have increased dramatically. Typically we are able to resolve the majority of Commercial/Industrial appeals at BOPTA. These appeals require a significant amount of resources; the full impact is not yet known. The legal complexity of today's appeals and the complexity of properties under appeal often continue to require participation by County Counsel for representation for Magistrate, Regular Division Tax Court and Supreme Court cases. An increasing level of sales activity is helpful but continues to require significant appraisal resources to verify sales, research listings and field inspect property to support appeals, general market analysis and the ratio study. In the previous year 1,734 new or continued exemption and deferral eligibility determinations were reviewed as well as maintenance on the existing approximate 24,000 accounts that have previously qualified so property owners can have confidence they are paying the correct tax consistent with the use of the property. 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 has resulted in the discovery of over 400 accounts with value not captured on the tax roll that will result in additional value and additional revenue to taxing districts.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Result	Board of Property Tax Appeals will remain below 1% annually	<1%	<1%	<1%	<1%	<1%
Output	# of Board of Property Tax Appeals	397	243	400	299	400
Output	# of real property accounts with tax roll corrections completed for omitted property	275	183	300	247	275

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☒ Yes

Explain all "Yes" boxes below

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

Explanation The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

1. Maintenance of constitutionally required real market value on all property
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4. Resolution of appeals in a timely manner
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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

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	380,605	393,663	355,208	391,402	365,164	9,956	3%
All Other Revenue Resources*	825,292	1,470,298	694,200	-	-	(694,200)	-100%
General Fund Support*	714,841	181,826	1,420,565	2,036,718	2,106,535	685,970	48%
Operating Revenue	1,920,738	2,045,787	2,469,973	2,428,120	2,471,699	1,726	0%
Total Revenue	1,920,738	2,045,787	2,469,973	2,428,120	2,471,699	1,726	0%
Personnel Services	1,519,991	1,618,199	1,929,341	1,925,342	2,139,328	209,987	11%
Materials & Services	400,747	427,588	540,632	502,778	332,371	(208,261)	-39%
Operating Expense	1,920,738	2,045,787	2,469,973	2,428,120	2,471,699	1,726	0%
Total Expense	1,920,738	2,045,787	2,469,973	2,428,120	2,471,699	1,726	0%
Revenues Less Expenses	-	-	-	-	-	-	0%

Significant Issues and Changes

*In FY22-23 Declass Property Tax revenue shifted to Fund 100 Non-Departmental, with an offset to Assessor's General Fund Support revenue.



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CLACKAMAS
COUNTY



County Clerk

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Recording	Recorded documents remain high providing revenue not only to our office, but the County general fund as well.
	Continued to stay open and safe for citizens to conduct their business Recording important documents.
Elections	Upgrades to Elections equipment allowed elections to function at the highest level the past year
BOPTA	Completed the 2020/21 Property tax appeals hearings in person and via video conference for hundreds of property tax appeals, allowing citizens to contest their property values.

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Elections	Elections open to observation		100%	100%	100%	100%
	% Ballot correspondence sent to voter within two business days		100%	100%	100%	100%
Clerk	Employees with annual performance summary completed		90%	100%	100%	100%
BOPTA	% Petitioners who received a decision/order from the Clerk's office within five business days		100%	100%	100%	100%

Program Profiles: FY 22-23 Summary

Line of Business/Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Office of the Clerk	\$1,104,100	0%	0%	Fed/State/County	100%	Meet
Board of Property Tax Appeals	\$12,000	0%	0%	State/County	100%	Meet
Elections	\$1,694,814	0%	0%	Fed/State	100%	Exceed
Recording/Passports	\$792,115	0%	20%	State/County	100%	Meet
Records Management	\$838,050	0%	0%	State/County	100%	Meet

Department Summary by Fund

County Clerk (13)



Department Budget Summary by Fund

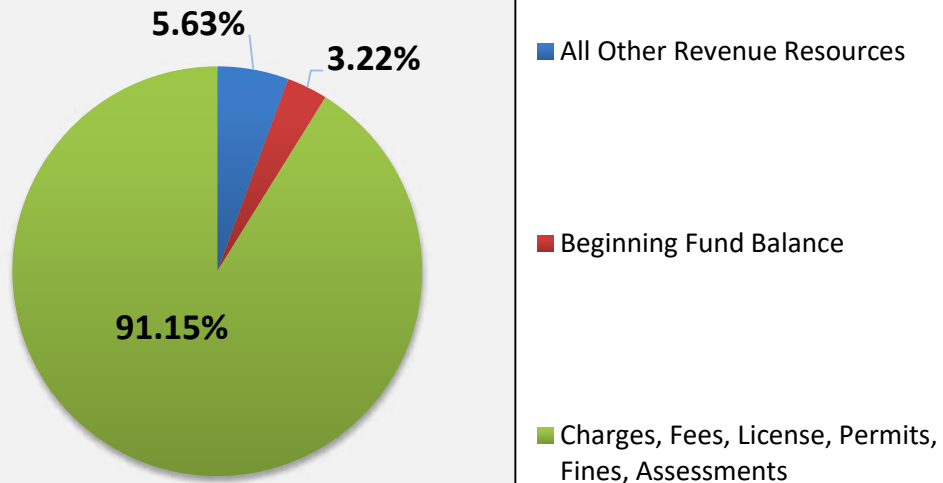
<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
			General	ARPA*	Total	General Fund
<i>Program</i>	<i>Prog#</i>	FTE	Fund	(230)	Budget	Support in
			(100)			Budget**
Clerk's Office						
Office of the Clerk	130101	3.5	1,104,100		1,104,100	
Board of Property Tax Appeals	130102	0.0	12,000		12,000	
Elections	130103	5.0	1,694,814		1,694,814	
Recording	130105	5.5	792,115		792,115	
Records Management	130106	5.0	838,050		838,050	
TOTAL		19.0	4,441,078	-	4,441,078	
FY 21-22 Budget						
\$ Increase (Decrease)		0.0	(211,272)	(13,907)	(225,179)	
% Increase (Decrease)		0.0%	-4.5%	-100.0%	-4.8%	

* FY21-22 ARPA funding of \$13,907 is shown in Personnel Services expense category.

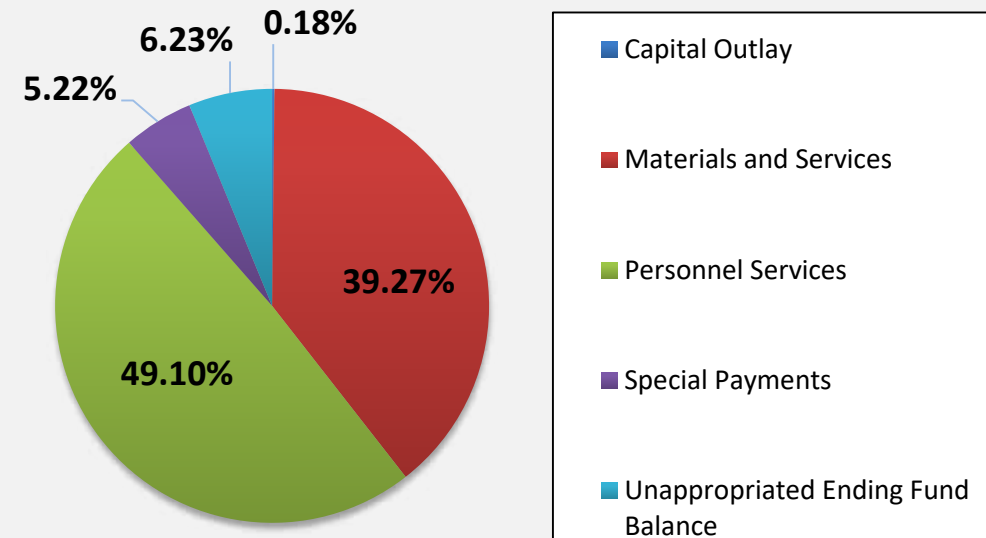
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY 22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Clerk (13)

	FY 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	451,877	368,076	461,003	391,460	143,108	(317,895)	-69%
Federal, State, Local, All Other Gifts & Donations*	72,904	157,800	13,907	13,907	-	(13,907)	-100%
Charges, Fees, License, Permits, Fines, Assessments	4,307,737	5,630,101	3,941,347	3,884,390	4,047,970	106,623	3%
All Other Revenues	414,177	297,278	250,000	225,000	250,000	-	-
Operating Revenue	4,794,818	6,085,179	4,205,254	4,123,297	4,297,970	92,716	2%
Total Revenue	5,246,695	6,453,255	4,666,257	4,514,757	4,441,078	(225,179)	-5%
Personnel Services*	1,814,614	1,689,871	2,173,327	2,196,730	2,180,634	7,307	0%
Materials & Services	1,423,740	1,684,450	1,550,623	1,441,954	1,743,924	193,301	12%
Capital Outlay	3,092	2,925	8,000	4,690	8,000	-	-
Operating Expense	3,241,446	3,377,246	3,731,950	3,643,374	3,932,558	200,608	5%
Special Payments	77,964	161,426	252,000	98,500	232,000	(20,000)	-8%
Unappropriated Ending Fund Balance	-	-	682,307	-	276,520	(405,787)	-59%
Total Expense	3,319,410	3,538,672	4,666,257	3,741,874	4,441,078	180,608	-5%
Ending Fund Balance - Restricted	368,076	391,460		143,108			
Revenues Less Expenses**	1,559,209	2,523,123	-	629,775	-	-	-
Full Time Equiv Positions (FTE) Budgeted	19.0	19.0	19.0	19.0	19.0	0.0	-

*FY21-22 ARPA funding of \$13,907 is shown in Personnel Services expense category.

**General Fund Departments: Amounts in Revenue Less Expenses are moved into General Fund Non-Departmental at year-end.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
Inflationary costs affecting our election vendors	Potential to significantly increase the materials and services budget.
Potential for changes in housing market	Potential to decrease Recording office revenue.

End of Presentation

County Clerk (13)



Mission

The purpose of the Office of the Clerk program is to provide leadership and policy services to the department so our programs can professionally and effectively serve the public and other government agencies.

County Clerk (13)

Sherry Hall - County Clerk

FTE 19.0

Total Budget \$ 4,441,078

Gen Fund: \$ -

Clerk's Office

Sherry Hall - County Clerk

FTE 19.0

Total Budget

\$4,441,078

Gen Fund \$ -

Office of the Clerk

Sherry Hall

FTE 3.5

Total Budget

\$1,104,100

Gen Fund \$ -

Board of Property Tax Appeals

Sherry Hall

FTE 0

Total Budget

\$12,000

Gen Fund \$ -

Elections

Vacant

FTE 5.0

Total Budget

\$1,694,814

Gen Fund \$ -

Recording

Vacant

FTE 5.5

Total Budget

\$792,115

Gen Fund \$ -

Records Management

Carol Hopkins Mgr

FTE 5.0

Total Budget

\$838,050

Gen Fund \$ -



County Clerk (13)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog#</i>	FTE	General Fund (100)	ARPA* (230)	Total Budget	General Fund Support in Budget**
Clerk's Office						
Office of the Clerk	130101	3.5	1,104,100		1,104,100	
Board of Property Tax Appeals	130102	0.0	12,000		12,000	
Elections	130103	5.0	1,694,814		1,694,814	
Recording	130105	5.5	792,115		792,115	
Records Management	130106	5.0	838,050		838,050	
TOTAL		19.0	4,441,078	-	4,441,078	
FY 21-22 Budget		19.0	4,652,350	13,907	4,666,257	
\$ Increase (Decrease)		0.0	(211,272)	(13,907)	(225,179)	
% Increase (Decrease)		0.0%	-4.5%	-100.0%	-4.8%	

* FY21-22 ARPA funding of \$13,907 is shown in Personnel Services expense category.

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



County Clerk

Office of the Clerk




Purpose Statement

The purpose of the Office of the Clerk program is to provide leadership and policy services to the department so our programs can professionally and effectively serve the public and other government agencies.

Performance Narrative Statement

The Office of the Clerk program has a \$1,104,100 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 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Actuals	FY 22-23 Target
 Result	% of Office of the Clerk results achieved			33%	33%	60%
 Result	% of customers surveyed report they were happy with the level of service received			*withheld surveys due to pandemic	*withheld surveys due to pandemic	65%
 Result	% Employees with annual performance summary completed			90%	90%	100%

*The program applies new measures from FY21.

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



County Clerk

Office of the Clerk

Budget Summary

	FY 19-20 Actual	FY20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	18,557	1,989	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	3,424,303	-	3,018,000	3,016,500	3,018,000	-	-
All Other Revenue Resources	(36)	-	-	-	-	-	-
Operating Revenue	3,442,824	1,989	3,018,000	3,016,500	3,018,000	-	0%
Total Revenue	3,442,824	1,989	3,018,000	3,016,500	3,018,000	-	0%
Personnel Services	1,127,408	1,989	722,111	714,514	467,850	(254,261)	-35%
Materials & Services	473,273	-	502,980	483,936	359,730	(143,250)	-28%
Capital Outlay	3,092	-	-	-	-	-	-
Operating Expense	1,603,773	1,989	1,225,091	1,198,450	827,580	(397,511)	-32%
Unappropriated Ending Fund Balance	-	-	682,307		276,520		
Total Expense	1,603,773	1,989	1,907,398	1,198,450	1,104,100	(803,298)	-42%
Year End Fund Balance - Unrestricted	-	-	-	629,775			-
Revenues Less Expenses	1,839,051	-	1,110,602	1,188,275	1,913,900	803,298	72%

Significant Issues and Changes



County Clerk

Board of Property Tax Appeals


Purpose Statement

The purpose of the Clackamas County Board of Property Tax Appeals (BOPTA) program is to provide real property, personal property, and late filing fee appeals services to tax payers, so they can have their tax appeal petition heard and receive a decision in a timely manner.

Performance Narrative Statement

The Board of Property Tax Appeals program has a \$12,000.00 operating budget a continuation of current funding levels. These resources will support office materials and board members, training, and admin costs of reviewing property tax appeals and holding property tax appeals hearings.

Key Performance Measures

		FY 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Targets	FY 21-22 Projected Performance	FY 22-23 Target
 Result	% Petitioners who received a decision/order from the Clerk's office within five business days	100%	100%	100%	100%	100%

**The program applies new measures from FY21.*

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation	The FTE for the BOPTA program is an employee that works and is paid on the the Clerk program.
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County Clerk

Board of Property Tax Appeals

Budget Summary

	FY 19-20 Actual	FY20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	-		10,379	10,379	-	(10,379)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	-	4,797,789	-	-	-	-	-
All Other Revenue Resources	-	128,408	-	-	-	-	-
Operating Revenue	-	4,926,197	10,379	10,379	-	(10,379)	-100.0%
Total Revenue	-	4,926,197	10,379	10,379	-	(10,379)	-100.0%
Personnel Services	-	1,218,700	10,379	10,379		(10,379)	-100%
Materials & Services	-	494,993	-	-		-	-
Operating Expense	-	1,713,693	10,379	10,379	-	(10,379)	-100%
Special Payments	6,508	4,083	12,000	8,500	12,000		
Total Expense	6,508	1,717,776	22,379	18,879	12,000	(10,379)	-46%
Revenues Less Expenses	(6,508)	3,208,421	(12,000)	(8,500)	(12,000)	-	-

Significant Issues and Changes



County Clerk

Elections Program




Purpose Statement

The purpose of the Elections program is to provide voter registration, information, ballot delivery, ballot return drop sites,

Performance Narrative Statement

The Elections program has a \$1,694,814 operating budget, an increase in funding levels due to an upcoming state primary and the potential for several county wide recall elections. 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 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Targets	FY 21-22 Projected Performance	FY 22-23 Target
 Result	% Elections open to observation	100%	100%	100%	100%	100%
 Result	% Ballot correspondence sent to voter within two business days	100%	100%	100%	100%	100%
 Result	% Election filings on the County's website within one business day			100%	100%	100%

**The program applies new measures from FY21.*

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation



County Clerk

Elections

Budget Summary

	FY 19-20 Actual	FY20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	-	150,000	-	-	-	-	-
All Other Revenue Resources	414,213	168,870	250,000	225,000	250,000	-	-
Operating Revenue	414,213	318,870	250,000	225,000	250,000	-	0%
Total Revenue	414,213	318,870	250,000	225,000	250,000	-	0%
Personnel Services	-	-	566,970	596,969	585,424	18,454	3%
Materials & Services	616,092	862,640	674,500	518,644	889,390	214,890	32%
Operating Expense	616,092	862,640	1,241,470	1,115,613	1,474,814	233,344	19%
Special Payments	71,456	157,343	240,000	90,000	220,000		
Total Expense	687,548	1,019,983	1,481,470	1,205,613	1,694,814	213,344	14%
Revenues Less Expenses	(273,335)	(701,113)	(1,231,470)	(980,613)	(1,444,814)	(213,344)	-

Significant Issues and Changes



County Clerk

Recording Program




Purpose Statement

The purpose of the Recording program is to provide marriage license, real property records access, and document recording services to the public

Performance Narrative Statement

The Recording program has a \$792,115 operating budget, a slight increase 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 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Targets	FY 21-22 Projected Performance	FY 22-23 Target
 Result	% Recorded documents returned within 10 business days			70%	70%	80%
 Result	% Requests for certified documents fulfilled within two business days of request			70%	70%	80%
 Result	% Recorded documents indexed within five business days of being recorded			25%	40%	100%

**The program applies new measures from FY21.*

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



County Clerk

Recording

Budget Summary

	FY 19-20 Actual	FY20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	245,275	197,098	461,003	391,460	143,108	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	1,628	1,628	-	(1,628)	-100%
Charges, Fees, License, Permits, Fines, Assessments	289,046	389,203	200,000	269,543	200,000	-	-
Operating Revenue	289,046	389,203	201,628	271,171	200,000	(1,628)	-1%
Total Revenue	534,321	586,301	662,631	662,631	343,108	(319,523)	-48%
Personnel Services	246,251	104,809	331,008	331,008	556,021	225,013	68%
Materials & Services	90,973	87,107	190,755	183,825	228,094	37,339	20%
Capital Outlay	-	2,925	8,000	4,690	8,000	-	-
Operating Expense	337,224	194,841	529,763	519,523	792,115	262,352	50%
Total Expense	337,224	194,841	529,763	519,523	792,115	262,352	50%
Ending Fund Balance - Restricted				143,108			
Revenues Less Expenses	197,097	391,460	132,868	-	(449,007)	(581,875)	-438%

Significant Issues and Changes



County Clerk

Records Management Program




Purpose Statement

The purpose of the Records Management program is to provide custodial storage, preservation, and access services internally to County Departments so they can have confidence that their records are secure, preserved, easily accessed, and retained in compliance with Oregon State rules and laws.

Performance Narrative Statement

Records Management has a \$838,050 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 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Targets	FY 21-22 Projected Performance	FY 22-23 Target
 Result	% Permanent, hardcopy documents stored in Records Management will be converted to archival film (target 100% by 2023)			100%	30%	100%
 Result	% Department Records Requests delivered within one business day			100%	100%	100%
 Result	% Records destruction lists signed and returned within 30 calendar days of issuance (target 50% by 2023)			50%	25%	50%

**The program applies new measures from FY21.*

Shared Services ☐

Grant Funding ☐

Explain all "Yes" boxes below

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

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

Explanation Oregon State Rules and Laws require that any records with a retention of over 99 years be converted to archival microfilm per ORS Chapter 166.



County Clerk

Records Management

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	206,602	170,977	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations	54,346	5,812	1,900	1,900	-	(1,900)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	594,388	443,109	723,347	598,347	829,970	106,623	14.7%
Operating Revenue	648,734	448,921	725,247	600,247	829,970	104,723	14.4%
Total Revenue	855,336	619,898	725,247	600,247	829,970	104,723	14.4%
Personnel Services	440,956	364,372	542,859	543,860	571,340	28,481	5.2%
Materials & Services	243,402	239,710	182,388	255,549	266,710	84,322	46.2%
Operating Expense	684,358	604,082	725,247	799,409	838,050	112,803	15.6%
Total Expense	684,358	604,082	725,247	799,409	838,050	112,803	15.6%
Revenues Less Expenses	170,978	15,816	-	(199,162)	(8,080)	(8,080)	

Significant Issues and Changes



Clackamas County Treasurer's Office

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Disasters: No Interruptions to Service	No interruptions in service in any Treasurer's Office functions or operations through COVID, wildfires, ice storms, etc. We have continued to meet all of our performance Clackamas goals and as soon as allowed, our office was open and staffed full time for the public and our customers.
Increase in Online Payment Options	We worked and continue to work with multiple departments and offices, including, but not limited to DTD, LINCC, Resolution Services, CCOM, Clerk, to setup electronic payment processing safely and securely. This provided customers with additional online payment options, while also reducing the County's need to receive paper checks or cash.
Reduction in Paper Checks	We helped reduce the number of paper checks issued to employees, vendors and more by performing extensive outreach to our customers and working with our banking services provider to setup outgoing ACH functionality for more of the County and its component units. This also enhances our disaster preparedness.
Timely Tax Distribution	Through April of fiscal year 2022, we have safely and securely performed the timely tax distribution of over \$944 million to the over 120 taxing districts of Clackamas County.
Electronic Payments	Setup a process to receive Automated Clearing House (ACH) and Electronic Funds Transfer (EFT) for reoccurring transactions to the County (e.g. revenue). We are creating efficiencies by continuing to move payments to our automated process.
Cash Handling Training	Continuing to perform cash handling training to personnel throughout the County. Five trainings are scheduled for over 100 County employees in the spring of 2022.
Fraudulent County Checks	Caught and rejected a barrage of fraudulent checks in fiscal year 2022. From July 2021 through April 2022 we have identified and stopped over \$170,000 in fraud attempts. We are working with the local authorities on these fraud attempts.
Credit Card Optimization	Working with our vendor on credit card optimization techniques to help reduce credit card related fees for the public and County.
Internal Audit Oversight Committee	Continuing to enhance Internal Audit's independence and dual-reporting structure, we recruited for and filled a vacant Internal Audit Oversight Committee community member position.
County Assessment	Internal Audit conducted a comprehensive countywide risk assessment and developed a county governance, risk management and control process assessment.

2021 Major Accomplishments

AREA	DESCRIPTION
Senior Internal Auditor	Thanks to the assistance and commitment of the Board of County Commissioners and County Administration, we hired our Senior Internal Auditor this fiscal year.
Good Government Hotline	Internal Audit received eight reports of alleged fraud, waste and abuse through the Good Government Hotline between July 2021 and April 2022. Six investigations have been closed, including one investigation from 2021. Three reports remain ongoing open investigations.
Internal Audit Plan	Internal Audit remains agile and responsive to COVID, other unexpected disasters effecting Clackamas County, and fraud, waste and abuse reports to the hotline. In fiscal year 2022, resources were allocated to the following critical engagements. Two reports have been issued through April 2022. <ul style="list-style-type: none"> • Election Ballot Security • Clackamas County Sheriff's Office Financial Condition Analysis • Contract Administration (in progress) • NCPRD (in progress) • ARPA Business Support Program (in progress) • Emergency Rental Assistance Program (in progress)
Good Government Hotline	Working with County Counsel and Health, Housing and Human Services, the capacity of the hotline is being increased to include HIPAA/Privacy concerns. This will allow the County to become more efficient and effective in operations, while helping ensure compliance with federal requirements.
Consulting	We provided consulting services as a non-voting member of the County Policy Committee and Information Security and Privacy Committee, supporting several new countywide polices and initiatives. Additionally, we responded to twelve consulting project requests, supporting collaboration and well-informed operations and decision-making practices.
Software Implementation and Upgrade	Implemented and updated accounting software in the Treasurer's office to ensure tax payer, customer and County funds remain safe, liquid and achieve the best yield possible.
Money Management Program	Worked with the Health, Housing and Human Services, Money Management Program to implement a new debit card program. This will better help the County assist seniors and people with disabilities in managing their finances safely.
CCSO Buying Options	Worked with the Sherriff's Office on adding options for them to make purchases.
Paperless	Converted a high percentage of our operations to paperless. Although our office is open and staffed full time, this allows us to be more efficient and work easier with the public and our teleworking customers.

Line of Business/Program	Results Measure		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Treasury	% of identified cash handlers that received cash handling and controls training.		39 trained	90%	113 trained	90%
	% of accurate deposit summaries are processed within 4 business days.		100%	95%	100%	95%
	% of bank reconciliations completed within 30 days of receipt of bank statement, % of bank reconciliations completed within 45 days of receipt of bank statement.		100% and 100%	90% and 100%	100% and 100%	90% and 100%
	% of fraudulent checks denied.		100%	100%	100%	100%
	% of tax distributions done timely, in accordance with the law, to the over 120 taxing districts in Clackamas County.		100%	100%	100%	100%
	% of County funds being in qualified depositories or adequately collateralized in accordance with law.		100%	100%	100%	100%

Line of Business/Program	Results Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Internal Audit	Develop a business case for a new staff/senior internal auditor.	2021	Complete	Complete	Complete
	Develop Internal Audit policies and procedures.	75%	90%	85%	90%
	% of audit plan that will be completed each calendar year.	87%	90%	87%	90%
	Output: # of audit reports issued (since inception).	11	N/A	14	N/A
	Output: # of audit recommendations (since inception).	96	N/A	96	N/A
	Output: # of reports made to the Good Government Hotline alleging fraud, waste and/or abuse (since inception).	140	N/A	149	N/A

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Treasury	Treasury	\$1,084,908	63%	0%	Oregon Revised Statutes & Oregon Constitution	100%	100% generally meeting or exceeding target
Internal Audit	Internal Audit	\$337,152	100%	0%	County Code	100%	100% generally meeting or exceeding target

Department Summary by Fund



Office of the County Treasurer (19)

Department Budget Summary by Fund

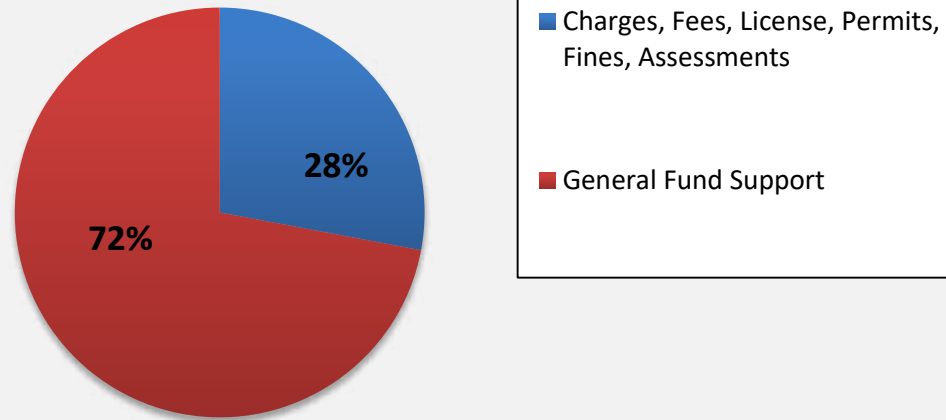
		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Line of Business</i>			General Fund	ARPA	Total	General Fund
<i>Program</i>	<i>Prgm #</i>	FTE	Fund (100)	Fund (230)*	Budget	Support in Budget**
Treasury						
Treasury	190101	5.0	1,084,908	-	1,084,908	687,408
Internal Audit						
Internal Audit	190102	2.0	337,152	-	337,152	337,152
TOTAL		7.0	1,422,060	-	1,422,060	1,024,560
FY 21-22 Budget		7.0	1,331,971	6,190	1,338,161	1,004,470
\$ Increase (Decrease)		0.0	90,089	(6,190)	83,899	20,090
% Increase (Decrease)		0.0%	6.8%	-100%	6.3%	2.0%

* FY21-22 ARPA revenue of \$6,190 by the same amount in Personnel Services expense category.

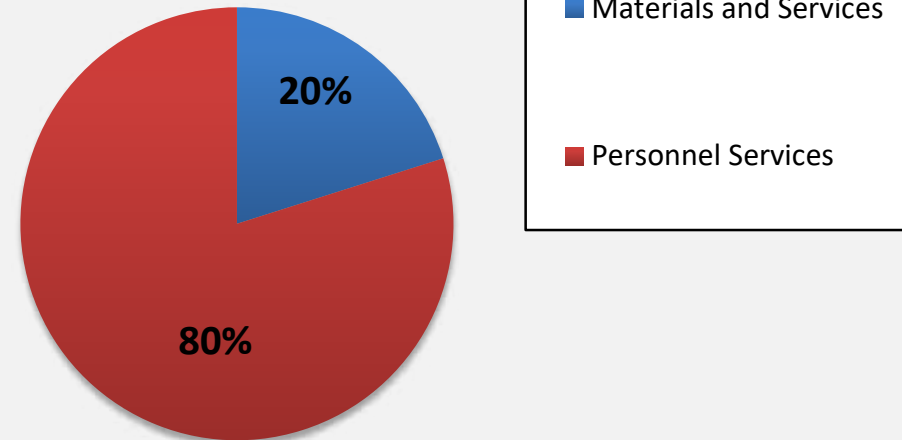
** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax.

FY 22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Treasurer's Office (19) - General Fund (100)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations*	3,759	4,163	6,190	6,190	-	(6,190)	-100%
Charges, Fees, License, Permits, Fines, Assessments	503,243	555,343	327,500	402,500	397,500	70,000	21%
General Fund Support	525,224	525,244	1,004,470	930,264	1,024,560	20,090	2%
Operating Revenue	1,032,226	1,084,750	1,338,160	1,338,954	1,422,060	83,900	6%
Total Revenue	1,032,226	1,084,750	1,338,160	1,338,954	1,422,060	83,900	6%
Personnel Services*	851,394	875,299	1,065,989	1,065,990	1,136,089	70,100	7%
Materials and Services	180,832	209,451	272,171	272,964	285,971	13,800	5%
Operating Expenditure	1,032,226	1,084,750	1,338,160	1,338,954	1,422,060	83,900	6%
Total Expense	1,032,226	1,084,750	1,338,160	1,338,954	1,422,060	83,900	6%
Revenue Less Expense**	-	-	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	6.0	7.0	7.0	7.0	7.0	0.0	0%

*FY21-22 ARPA revenue of \$6,190 offset by the same amount in Personnel Services expense category.

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
<p>Pandemic, wildfires, ice storm and other related issues The pandemic, wildfires, ice storm and other related issues expedited the need for improved technology and the reduction of paper heavy work processes, including paper checks. Software upgrades have occurred, as well as taking advantage of software already available.</p>	<p>Implementation of software and software upgrades impact staff time. Additional staff training and vendor communication has occurred and is occurring. There is minimal additional costs as a result of these upgrades. We are also saving the County and the public time and money with these upgrades.</p>
<p>Additional funding sources The County has received a significant influx in funding sources that we have not experienced before. This is in addition to our regular/normal funding sources. For example, CARES, ARPA, FEMA, Metro and more.</p>	<p>The funding increase has required additional staff time to ensure money is safe, but also liquid for use when needed, while still investing funds to earn the best yield possible. The Treasurer's Office sits on a number of committees to help ensure liquidity goals are achieved and maintained.</p>
<p>Armored car transport staffing issues Armored car transport has experienced significant turnover in staffing. Occasionally County funds are not picked up as anticipated. We worked with the Clackamas County Sheriff's Office to implement back-up procedures to safely and securely pick up County funds from the various County locations serviced by our armored car vendor and deliver the funds to the bank.</p>	<ul style="list-style-type: none"> - Funds are not deposited timely in our bank account(s). - The safety of funds are in jeopardy. - We were excited about the opportunity to collaborate with our neighboring departments and offices on a solution to better help ensure timely deposit into our bank account(s). - Impact on staff time.

End of Presentation



Office of the County Treasurer (19)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prgm #</i>	FTE	General Fund (100)	ARPA Fund (230)*	Total Budget	General Fund Support in Budget**
Treasury						
Treasury	190101	5.0	1,084,908	-	1,084,908	687,408
Internal Audit						
Internal Audit	190102	2.0	337,152	-	337,152	337,152
TOTAL		7.0	1,422,060	-	1,422,060	1,024,560
FY 21-22 Budget		7.0	1,331,971	6,190	1,338,161	1,004,470
\$ Increase (Decrease)		0.0	90,089	(6,190)	83,899	20,090
% Increase (Decrease)		0.0%	6.8%	-100%	6.3%	2.0%

* FY21-22 ARPA revenue of \$6,190 by the same amount in Personnel Services expense category.

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax.



Office of the County Treasurer (19)

Office Mission

The Mission of the Treasurer's Office is to provide investment, treasury, and audit services to the public of Clackamas County so they can trust that their funds are safeguarded and to the taxing districts, offices and departments of Clackamas County so they can efficiently and effectively provide services to their customers.

County Treasurer

Brian Nava - County Treasurer

FTE 7.0

Total Budget \$1,422,060

General Fund Support \$1,024,560

Treasury

Brian Nava - Elected

FTE 5.0

Total Budget

\$1,084,908

Gen Fund \$ 687,408

Internal Audit

Brian Nava - Administrator

FTE 2.0

Total Budget

\$337,152

Gen Fund \$ 337,152

Treasury

Brian Nava - Elected

FTE 5.0

Total Budget

\$1,084,908

Gen Fund \$ 687,408

Internal Audit

Brian Nava - Administrator

FTE 2.0

Total Budget

\$337,152

Gen Fund \$ 337,152



Office of the County Treasurer

Treasury Services

Purpose Statement

The purpose of the Treasury Line of Business and Program is to provide active investing, accounting, banking, managing, distribution, and safeguarding services to the public of Clackamas County so they can trust that their funds are secure and to the taxing districts, offices and departments of Clackamas County so they can efficiently and effectively provide services to their customers.

Performance Narrative

This line of business and program has the following main roles and provides the following services:

1. Investing
2. Accounting
3. Banking
4. Managing funds
5. Distribution of funds
6. Safeguarding funds
7. Merchant service maintenance and compliance
8. Interest distribution
9. Cash reconciliations
10. Abandoned property

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of Qtr 2	FY 22-23 Target
Result	% of identified cash handlers that received cash controls training.	N/A Note 1	34 trained to date	90%	49 trained to date	90%
Result	% of accurate deposit summaries are processed within 4 business days.	N/A Note 1	100%	95%	100%	95%
Result	% of bank reconciliations completed within 30 days of receipt of bank statement, % of bank reconciliations completed within 45 days of receipt of bank statement.	N/A Note 1	100% and 100%	95% and 100%	100% and 100%	95% and 100%
Result	% of fraudulent checks denied.	N/A Note 1	100%	100%	100%	100%
Result	% of tax distributions done timely, in accordance with the law, to the over 125 taxing districts in Clackamas County.	N/A Note 1	100%	100%	100%	100%
Result	% of County funds being in qualified depositories or adequately collateralized in accordance with law.	N/A Note 1	100%	100%	100%	100%
Output	# of deposit summaries posted (Just for the quarter ended, not a running total).	N/A Note 1	4864	N/A Note 2	4565	N/A Note 2
Output	# of people receiving cash handling training.	N/A Note 1	34 trained to date	N/A Note 2	49 trained to date	N/A Note 2
Output	# of bank reconciliations completed (Just for the quarter ended, not a running total.)	N/A Note 1	56	N/A Note 2	51	N/A Note 2
Output	# of reoccurring EFT/ACH set-up (Fiscal Year)	N/A Note 1	30	N/A Note 2	38	N/A Note 2
Milestone	All organizations will have the ability to set up reoccurring EFT/ACH payments to the County.	N/A Note 1	Complete	2022	Complete	N/A Note 3
Milestone	The Treasurer's Office will implement a macro to upload deposit summaries into the financial management application.	N/A Note 1	Complete	2021	Complete	N/A Note 3
Milestone	% of non-confidential information currently mailed will be available electronically or posted online.	N/A Note 1	90%	2022	100%	2022
Note 1	Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.					
Note 2	This is an output measure. There is no "Target" output related to this measure, it is designed for tracking and trend analysis purposes.					
Note 3	This is a milestone measure. The milestone was achieved, so there exists no future target for this measure.					
Note 4	For all Treasurer's Office Performance Clackamas results, view the webpage online being developed by County Administration. This will also provide additional notes and information related to these results.					

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 Oregon Revised Statutes (ORS) mandates generally all the services outlined above and more. This includes but is not limited to ORS 208, 294, 295 and 451. Grant funding is not necessarily used to fund these services, but it would be in jeopardy if cash management procedures by the Treasurer's Office were not complied with as outlined by the federal government and ORS. For example, the Federal Office of Management and Budget (OMB) Circular A-133 is one of the federal OMB Circulars that outlines and references to cash management requirements.



Office of the County Treasurer

Treasury

Budget Summary

	FY 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	3,759	4,163	6,190	6,190	-	(6,190)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	503,243	555,343	327,500	402,500	397,500	(5,000)	-1.2%
General Fund Support	525,225	525,244	670,576	596,369	687,408	16,832	15.3%
Operating Revenue	1,032,227	1,084,750	1,004,266	1,005,059	1,084,908	80,642	7.9%
Total Revenue	1,032,227	1,084,750	1,004,266	1,005,059	1,084,908	80,642	7.9%
Personnel Services	851,394	875,299	746,518	746,518	808,937	62,419	8.4%
Materials & Services	180,832	209,451	257,748	258,541	275,971	18,223	6.7%
Operating Expense	1,032,226	1,084,750	1,004,266	1,005,059	1,084,908	80,642	7.9%
Total Expense	1,032,227	1,084,750	1,004,266	1,005,059	1,084,908	80,642	7.9%
Revenue Less Expense	-	-	-	-	-	-	0.0%

Significant Issues and Changes

Note 1: FY20-21 was the first year of Performance Clackamas for the Treasurer's Office. Previously all functions, services, supplies, allocated costs, etc. were under one budget line item. Due to the upgrades in the County's budget software, Performance Clackamas/MFR software, financial management software, and new chart of accounts, it was decided with the Budget team that the Internal Audit line of business and program would be split out in FY21-22, instead of FY20-21 as originally planned. As such, we will see a decrease in expenses in the Treasury program/line of business and an increase (from \$0) in the Internal Audit line of business/program.

Note 2: Increase in Personnel Services are due to anticipated COLA and PCQ's performed by HR.



Office of the County Treasurer

Internal Audit Services

Purpose Statement

The purpose of the Internal Audit Line of Business and Program is to provide assurance and consulting services to the public, employees, offices and departments of Clackamas County so they can feel confident that the public's interest are protected and can engage with a more accountable, higher performing, and more transparent local government.

Performance Narrative

This line of business and program provides the following services:

1. Consultations
2. Assurance Services: Includes, but is not limited to, performance audits, compliance audits, financial audits, information technology audits.
3. Fraud reviews and audits
4. Follow-up audits

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of Qtr. 2	FY 22-23 Target
Result	Develop a business case for a new staff internal auditor.	N/A Note 1	2021	2021	2021	N/A Note 3
Result	Develop Internal Audit policies and procedures.	N/A Note 1	75%	2021	75%	100%
Result	% of accepted audit recommendations that are implemented within 2 years.	N/A Note 1	70%	50%	79%	90%
Result	% of audit plan that will be completed each calendar year.	N/A Note 1	Note 5	90%	Note 5	90%
Output	# of audit reports issued (since IA inception).	N/A Note 1	11	N/A Note 2	12	N/A Note 2
Output	# of audit recommendations (since IA inception).	N/A Note 1	92	N/A Note 2	96	N/A Note 2
Output	# of reports made to the Good Government Hotline alleging fraud, waste and/or abuse (since hotline inception).	N/A Note 1	138	N/A Note 2	143	N/A Note 2
Milestone	Develop survey of consultation and assurance service recipients.	N/A Note 1	2021	2021	2021	N/A Note 3
Milestone	Contract for peer review of Internal Audit.	N/A Note 1	In progress	2023	In progress	2023
Milestone	Research will be completed to determine if the Internal Audit function should be codified into County Code.	N/A Note 1	2021	2021	2021	N/A Note 3
Milestone	Hire a new staff/senior auditor.	N/A Note 1	2021	2022	2021	N/A Note 3
Note 1	Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.					
Note 2	This is an output measure. There is no "Target" output related to this measure, it is designed for tracking and trend analysis purposes.					
Note 3	This is a milestone measure. The milestone was achieved so there exists no future target for this measure.					
Note 4	For all Treasurer's Office Performance Clackamas results, view the webpage online being developed by County Administration. This will also provide additional notes and information related to these results.					
Note 5	This is a calendar year measurement and not a fiscal year measurement. As of December 31, 2021, 63% of the audit plan was complete. Of 8 engagements identified to be completed by the end of 12/2021, 5 were complete, 3 were in progress, and 0 had not yet started. Of the 3 in progress at calendar year end, 2 were completed during January 2022. Audit Plan timing is impacted by the additional resource demands of advisory and investigative services provided on a prioritized and as needed basis.					

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 Office of the County Treasurer's, Internal Audit Line of Business and Program within the Treasurer's Office, works with all county departments, offices, service districts, component units and more. See County Code 2.15 for more information.



Office of the County Treasurer

Internal Audit

Budget Summary

	FY 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
General Fund Support	-	-	333,894	333,895	337,152	3,258	1.0%
Operating Revenue	-	-	333,894	333,895	337,152	3,258	1.0%
Total Revenue	-	-	333,894	333,895	337,152	3,258	1.0%
Personnel Services	-	-	319,471	319,472	327,152	7,681	2.4%
Materials & Services	-	-	14,423	14,423	10,000	(4,423)	-30.7%
Operating Expense	-	-	333,894	333,895	337,152	3,258	1.0%
Total Expense	-	-	333,894	333,895	337,152	3,258	1.0%
Revenue Less Expense	-	-	-	-	-	-	0%

Significant Issues and Changes

Note 1: FY20-21 was the first year of Performance Clackamas for the Treasurer's Office. Previously all functions, services, supplies, allocated costs, etc. were under one budget line item. Due to the upgrades in the County's budget software, Performance Clackamas/MFR software, financial management software and new chart of accounts, it was decided with the Budget team that the Internal Audit line of business and program would be split out in FY21-22, instead of FY20-21 as originally planned. As such, we will see a decrease in expenses in the Treasury program/line of business and an increase (from \$0) in the Internal Audit line of business/program.

Note 2: Increases in personnel services costs are generally due to anticipated COLA and PCQ's performed by HR. Treasury is also working with HR on a further analysis of the Internal Audit structure, which could promulgate changes in the near future.



Clackamas County Sheriff's Office

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Administration / Operational Support	Hired 39 employees in calendar year 2021 and 29 were in deputy positions
Law Enforcement / City of Happy Valley	Added a School Resource Officer to Adrienne C. Nelson High School
Law Enforcement / City of Wilsonville	In the process of adding a Behavioral Health Specialist to respond with Wilsonville Deputies to improve mental health response
Law Enforcement / Patrol	Successfully implemented Body-Worn Camera Program to increase officer safety, strengthen evidence for cases and increase trust and transparency within our community
Law Enforcement / Investigations & Patrol Public Safety / Jail	Passed a new Public Safety Levy to provide enhanced services to Clackamas County
Law Enforcement / Investigations	A coordinated law enforcement operation targeting four drug traffickers led to the seizure of approximately 150,000 counterfeit prescriptions pills containing fentanyl and 20 pounds of suspected bulk fentanyl, the largest single fentanyl seizure in Oregon state history with an estimated street value of approximately \$4 million
Office of the Sheriff / Strategic Analysis Unit	Published public-facing dashboards to provide timely information on calls for service
Operational Support	Added an online reporting platform as another option for the public to report low-level crimes

2021 Major Accomplishments

AREA	DESCRIPTION
Public Safety / Jail	Navigated COVID-19 with no major outbreaks
Public Safety / Jail	Started the Clackamas County Rapid Forensic Evaluation Assessment Program to decrease the time people are held in jail awaiting mental health evaluations. Decreased the wait time from 27 days to 6 days, reducing the amount of time they are held in custody
Training / Training & Wellness	Partnered with the Clackamas County Juvenile Department and Strategies for Youth to bring “Policing the Teen Brain” to promote positive interactions through proven de-escalation techniques

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure		CY 2020 Actuals	CY 2021 Target	CY 2021 Actuals	CY22 Target
Administration / Operational Support	% of positions filled		96.4%	95.0%	92.5%	95.0%
Law Enforcement / Critical Incident Response	% of Search and Rescue (SAR) and Dive/Rescue Team responses that result in the subject being rescued or recovered		93.9%	No Baseline	100.0%	93.0%
Law Enforcement / Family Justice Center	% of FJC survey respondents who report they were treated with respect		99.3%	95.0%	100.0%	95.0%
Law Enforcement / Patrol	% of inlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes		48.1%	50.0%	42.0%	50.0%
Law Enforcement / Traffic Enforcement	% change in fatalities that result from traffic crashes occurring on County roadways		92.5%	-10.0%	131.0%	-10.0%
Public Safety / Jail	% change in forced released inmates		99.2%	-23.2%	28.2%	-9.5%

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/County/IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Administration	Office of the Sheriff	\$2,878,352	77.7%	0.00%	ORS	100%	Target yet to be established
Administration	Finance	\$1,091,174	100.0%	0.00%	ORS	100%	CY21: 74.1%
Administration	Operational Support	\$10,985,873	90.9%	6.67%	None	100%	CY21: 97.4%
Administration	Professional Standards	\$248,731	100.0%	0.00%	None	100%	CY21: 128%
Administration	Public Information Office	\$517,854	100.0%	0.00%	None	100%	Target yet to be established
Law Enforcement	City of Estacada	\$813,301	0.0%	100.00%	IGA	100%	CY21: 75.8%
Law Enforcement	City of Happy Valley	\$4,719,872	0.0%	100.00%	IGA	100%	CY21: 67.2%
Law Enforcement	City of Wilsonville	\$5,890,878	0.0%	100.00%	IGA	100%	CY21: 83.2%
Law Enforcement	Critical Incident Response	\$92,873	100.0%	0.00%	ORS	100%	Target yet to be established
Law Enforcement	ELED – Personnel	\$6,436,639	0.0%	100.00%	Funding District	100%	CY21: 86.0%
Law Enforcement	Family Justice Center	\$1,794,930	100.0%	0.00%	None	100%	CY21: 95.0%

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/County/IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Law Enforcement	Investigations	\$7,423,945	95.1%	1.75%	ORS	100%	Target yet to be established
Law Enforcement	Patrol	\$15,834,903	78.4%	0.00%	ORS	100%	CY21: 84.0%
Law Enforcement	Traffic	\$714,038	79.0%	21.0%	None	100%	CY21: -141.0%
Public Safety	Civil	\$5,463,037	82.2%	0.00%	ORS	100%	CY21: 110.0%
Public Safety	Jail	\$26,013,940	95.6%	0.00%	ORS	100%	CY21: -37.7%
Training	Public Safety Training Center	\$1,425,941	39.5%	0.00%	None	100%	Target yet to be established
Training	Training & Wellness	\$2,551,718	98.1%	0.00%	None	100%	Target yet to be established

Figures listed in Jail, Investigations and Patrol programs Include Public Safety Local Option Levy Dollars

Sheriff's Office (CCSO) (21)

Department Budget Summary by Fund



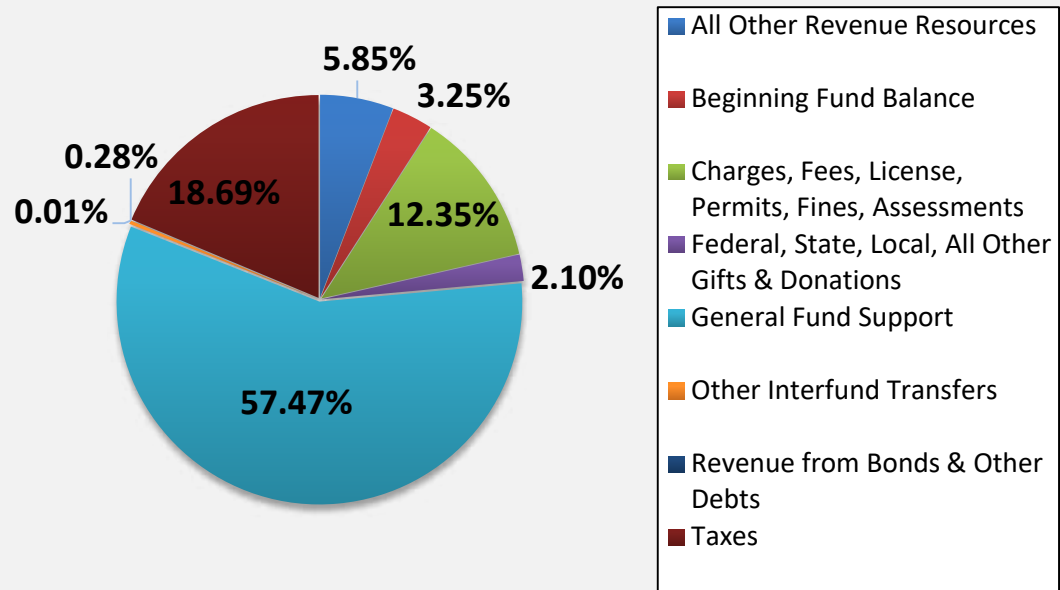
Line of Business		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
Program	Prog#	FTE	General Fund (100)	Sheriff's Operating Levy Fund (206)	ARPA Fund (230)	Total Proposed Budget	General Fund Support in Budget**
Administration							
Office of the Sheriff	210101	11.0	2,878,352			2,878,352	2,875,352
Finance	210102	6.0	1,091,174			1,091,174	1,091,174
Operational Support	210103	28.0	10,985,873			10,985,873	9,917,996
Professional Standards	210104	1.0	248,731			248,731	248,731
Public Information Office	210105	3.0	517,854			517,854	517,854
Law Enforcement							
City of Estacada	210202	3.0	813,302			813,302	-
City of Happy Valley	210203	25.0	4,719,872			4,719,872	-
City of Wilsonville	210204	21.0	5,890,878			5,890,878	-
Critical Incident Response	210205		92,873			92,873	92,873
Enhanced Law Enforcement District (ELED)	210206	36.0	6,436,639			6,436,639	-
Family Justice Center	210207	9.0	1,794,930			1,794,930	1,794,930
Investigations	210208	29.0	7,423,945			7,423,945	7,058,945
Patrol	210209	70.0	15,834,903			15,834,903	12,295,412
Traffic Enforcement	210210	3.0	714,038			714,038	564,038
Public Safety							
Civil	210302	30.0	5,463,037			5,463,037	4,610,037
Jail	210304	115.0	26,013,940			26,013,940	24,864,056
Training							
Public Safety Training Center	210402	6.0	1,425,942			1,425,942	562,942
Training & Wellness	210403	8.0	2,551,718			2,551,718	2,503,718
Sheriff Operating Levy							
Sheriff Operating Levy	210502	85.0		24,322,136		24,322,136	-
TOTAL		489.0	94,898,001	24,322,136	-	119,220,137	68,998,058
FY 21-22 Budget							
		461.0	89,375,289	13,977,216	1,438,080	104,790,585	66,533,841
\$ Increase (Decrease)							
		28.0	5,522,712	10,344,920	(1,438,080)	14,429,552	2,464,217
% Increase (Decrease)							
		6.1%	6.2%	74.0%	-100.0%	13.8%	3.7%

* FY21-22 ARPA revenue of \$1,438,080 offset by same amount in Personnel Services expense category.

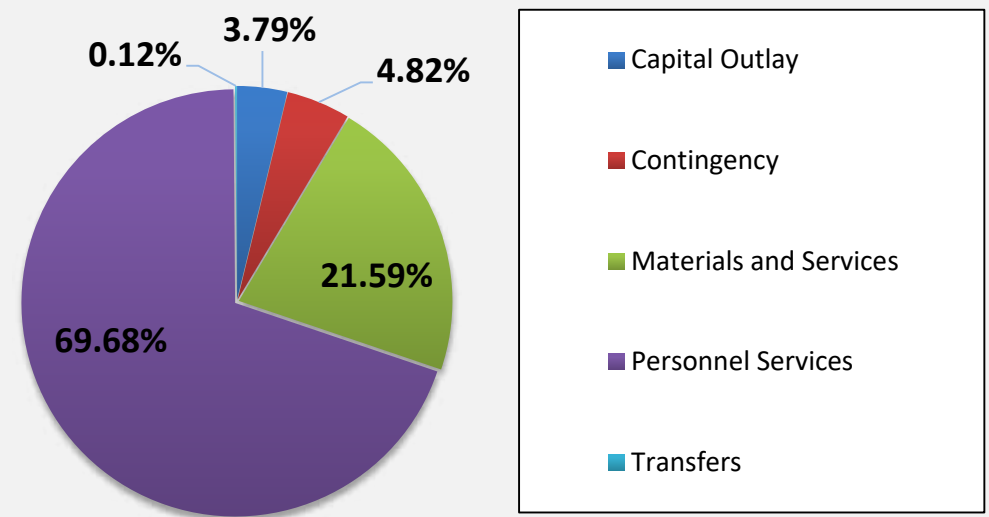
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY 22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Sheriff's Office (CLCK-21)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,495,371	2,698,131	868,274	3,726,690	3,065,334	2,197,060	253.0%
Taxes	12,670,515	13,323,320	13,270,602	13,185,000	22,440,000	9,169,398	69.1%
Federal, State, Local, All Other Gifts & Donations*	2,848,772	3,263,029	3,185,542	3,226,219	2,524,462	(661,080)	-20.8%
Charges, Fees, License, Permits, Fines, Assessments	11,542,487	11,966,647	13,831,320	13,463,651	14,824,937	993,617	7.2%
Revenue from Bonds & Other Debts	5,220	138,087	10,000	52,500	7,000	(3,000)	-30.0%
All Other Revenue Resources	6,605,726	6,675,117	7,036,803	6,895,544	7,028,419	(8,384)	-0.1%
Other Interfund Transfers***	65,253,211	63,966,735	1,779,489	1,779,489	331,927	(1,447,562)	-81.3%
General Fund Support			66,533,841	66,533,841	68,998,058	2,464,217	3.7%
Operating Revenue	98,925,931	99,332,935	105,647,597	105,136,244	116,154,803	10,507,206	9.9%
Total Revenue	100,421,302	102,031,066	106,515,871	108,862,934	119,220,137	12,704,266	11.9%
Personnel Services*	76,699,042	77,174,437	81,733,026	82,391,225	83,555,002	1,821,976	2.2%
Materials and Services	18,567,940	18,835,683	20,433,095	20,238,643	25,759,874	5,326,779	26.1%
Capital Outlay	1,536,077	1,638,883	1,545,000	2,604,767	4,945,381	3,400,381	220.1%
Operating Expenditure	96,803,059	97,649,003	103,711,121	105,234,635	114,260,257	10,549,136	10.2%
Special Payments	489,722	294,451	750,600	234,100		(750,600)	-100.0%
Transfers	430,390	360,922	328,865	328,865	146,181	(182,684)	-55.5%
Contingency	-	-	-	-	4,813,699	4,813,699	-
Total Expense	97,723,171	98,304,376	104,790,586	105,797,600	119,220,137	14,429,551	13.8%
Ending Fund Balance Restricted				3,065,334			
Revenue Less Expense**	2,698,131	3,726,690	1,725,285	-	-	(1,725,285)	-100.0%
Full Time Equiv Positions (FTE) Budgeted	462.0	457.0	461.0	461.0	489.0	28.0	6.1%

*FY21-22 ARPA revenue of \$1,438,080 offset by the same amount in Personnel Services expense category.

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

***FY21-22 Amended includes ARPA Lost Revenue Replenishment of \$1,725,285.

Summary of Revenue & Expenses

Sheriff's Office General Fund 100 - 21

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	(70,483)	919,793	320,159	1,223,493	1,338,198	1,018,039	318.0%
Federal, State, Local, All Other Gifts & Donations*	2,591,354	3,133,053	2,804,346	2,844,783	2,374,462	(429,884)	-15.3%
Charges, Fees, License, Permits, Fines, Assessments	11,542,447	11,966,647	13,831,320	13,463,651	14,824,937	993,617	7.2%
Revenue from Bonds & Other Debts	5,220	138,087	10,000	52,500	7,000	(3,000)	-30.0%
All Other Revenue Resources	6,574,649	6,668,043	7,036,803	6,890,734	7,023,419	(13,384)	-0.2%
Other Interfund Transfers***	65,367,450	63,966,735	1,779,489	1,779,489	331,927	(1,447,562)	-81.3%
General Fund Support			66,533,841	66,533,841	68,998,058	2,464,217	3.7%
Operating Revenue	86,081,120	85,872,565	91,995,799	91,564,998	93,559,803	1,564,004	1.7%
Total Revenue	86,010,637	86,792,358	92,315,958	92,788,491	94,898,001	2,582,043	2.8%
Personnel Services*	66,656,233	66,307,949	70,490,850	72,137,526	69,407,846	(1,083,004)	-1.5%
Materials and Services	16,116,403	16,973,270	17,800,162	16,692,835	21,616,593	3,816,431	21.4%
Capital Outlay	1,536,077	1,633,184	1,545,000	2,345,270	3,727,381	2,182,381	141.3%
Operating Expenditure	84,308,713	84,914,403	89,836,012	91,175,631	94,751,820	4,915,808	5.5%
Special Payments	351,742	293,540	480,000			(480,000)	-100.0%
Transfers	430,390	360,922	274,662	274,662	146,181	(128,481)	-46.8%
Total Expense	85,090,845	85,568,865	90,590,674	91,450,293	94,898,001	4,307,327	4.8%
Ending Fund Balance Restricted				1,338,198			
Revenue Less Expense**	919,792	1,223,493	1,725,284	-	-	(1,725,284)	-100.0%
Full Time Equiv Positions (FTE) Budgeted	402.0	397.0	398.0	398.0	404.0	6.0	1.5%

*FY21-22 ARPA revenue of \$1,215,384 offset by the same amount in Personnel Services expense category.

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

***FY21-22 Amended includes ARPA Lost Revenue Replenishment of \$1,725,284.

Summary of Revenue & Expenses

Sheriff's Office Operating Levy Fund 206 - 21

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,565,854	1,778,338	548,115	2,503,197	1,727,136	1,179,021	215.1%
Taxes	12,670,515	13,323,320	13,270,602	13,185,000	22,440,000	9,169,398	69.1%
Federal, State, Local, All Other Gifts & Donations*	257,418	129,976	381,196	381,436	150,000	(231,196)	-60.7%
Charges, Fees, License, Permits, Fines, Assessments	40					-	-
All Other Revenue Resources	31,077	7,074		4,810	5,000	5,000	-
Other Interfund Transfers	(114,239)					-	-
Operating Revenue	12,844,811	13,460,370	13,651,798	13,571,246	22,595,000	8,943,202	65.5%
Total Revenue	14,410,665	15,238,708	14,199,913	16,074,443	24,322,136	10,122,223	71.3%
Personnel Services*	10,042,809	10,866,488	11,242,177	10,253,699	14,147,156	2,904,979	25.8%
Materials and Services	2,451,537	1,862,414	2,632,933	3,545,808	4,143,281	1,510,348	57.4%
Capital Outlay		5,699		259,497	1,218,000	1,218,000	-
Operating Expenditure	12,494,346	12,734,601	13,875,110	14,059,004	19,508,437	5,633,327	40.6%
Special Payments	137,979	911	270,600	234,100		(270,600)	-100.0%
Transfers			54,203	54,203		(54,203)	-100.0%
Contingency					4,813,699	4,813,699	-
Total Expense	12,632,325	12,735,512	14,199,913	14,347,307	24,322,136	10,122,223	71.3%
Ending Fund Balance Restricted				1,727,136			
Revenue Less Expense**	1,778,340	2,503,196	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	60.0	60.0	63.0	63.0	85.0	22.0	34.9%

*FY21-22 ARPA revenue of \$222,696 offset by the same amount in Personnel Services expense category.

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

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
The Family Justice Center (FJC) serves individuals and families fleeing abuse. These individuals often leave with the clothes on their backs and limited access to resources. As a result, there is a need for additional funding for client aid	Client aid funding provides access to critical basic needs for individuals while they wait for long-term support
The Civil program is participating in the new courthouse project that will require a gradual increase in FTE to staff a larger court facility	The need for an immediate and ongoing increase in FTE for the Civil Program needs to be a priority to ensure the safe and orderly operation of the current and future courthouse
The jail requires constant oversight and maintenance due to the aging infrastructure. This will cause a continuation of focused funding to ensure the facility runs to both statutory and constitutional standards and best practices for the housing of adults in custody and ensure livability standards	The jail is integral to local government's public safety function. It is an essential element of the local criminal justice system. Continued financial investment is a critical component to public safety in our community

End of Presentation



Sheriff's Office (CCSO) (21) Department Budget Summary by Fund



Line of Business		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
Program	Prog#	FTE	General Fund (100)	Sheriff's Operating Levy Fund (206)	ARPA Fund (230)	Total Proposed Budget	General Fund Support in Budget**
Administration							
Office of the Sheriff	210101	11.0	2,878,352			2,878,352	2,875,352
Finance	210102	6.0	1,091,174			1,091,174	1,091,174
Operational Support	210103	28.0	10,985,873			10,985,873	9,917,996
Professional Standards	210104	1.0	248,731			248,731	248,731
Public Information Office	210105	3.0	517,854			517,854	517,854
Law Enforcement							
City of Estacada	210202	3.0	813,302			813,302	-
City of Happy Valley	210203	25.0	4,719,872			4,719,872	-
City of Wilsonville	210204	21.0	5,890,878			5,890,878	-
Critical Incident Response	210205		92,873			92,873	92,873
Enhanced Law Enforcement District (ELED)	210206	36.0	6,436,639			6,436,639	-
Family Justice Center	210207	9.0	1,794,930			1,794,930	1,794,930
Investigations	210208	29.0	7,423,945			7,423,945	7,058,945
Patrol	210209	70.0	15,834,903			15,834,903	12,295,412
Traffic Enforcement	210210	3.0	714,038			714,038	564,038
Public Safety							
Civil	210302	30.0	5,463,037			5,463,037	4,610,037
Jail	210304	115.0	26,013,940			26,013,940	24,864,056
Training							
Public Safety Training Center	210402	6.0	1,425,942			1,425,942	562,942
Training & Wellness	210403	8.0	2,551,718			2,551,718	2,503,718
Sheriff Operating Levy							
Sheriff Operating Levy	210502	85.0		24,322,136		24,322,136	-
TOTAL		489.0	94,898,001	24,322,136	-	119,220,137	68,998,058
FY 21-22 Budget							
		461.0	89,375,289	13,977,216	1,438,080	104,790,585	66,533,841
\$ Increase (Decrease)		28.0	5,522,712	10,344,920	(1,438,080)	14,429,552	2,464,217
% Increase (Decrease)		6.1%	6.2%	74.0%	-100.0%	13.8%	3.7%

* FY21-22 ARPA revenue of \$1,438,080 offset by same amount in Personnel Services expense category.

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



Department Mission

PURPOSE STATEMENT: The mission of the Clackamas County Sheriff's Office is to provide public safety and law enforcement services to the people of Clackamas County so they can experience and contribute to a safe and secure community.

Clackamas County Sheriff's Office (21)				
Sheriff Angela Brandenburg FTE: 489				
Total Proposed: \$119,220,137				
General Fund Support: \$ 68,998,058				
Administration Sheriff Brandenburg Undersheriff Copenhaver Chief Deputy Ashby Chief Deputy Morrison Total Proposed \$15,721,984 Gen Fund \$ 14,651,107	Law Enforcement Undersheriff Copenhaver Chief Deputy Ashby Total Proposed \$43,721,380 Gen Fund \$ 21,806,198	Public Safety Chief Deputy Morrison Total Proposed \$31,476,977 Gen Fund \$ 29,474,093	Training Chief Deputy Ashby Chief Deputy Morrison Total Proposed \$3,977,660 Gen Fund \$ 3,066,660	Sheriff Operating Levy Chief Deputy Morrison Total Proposed \$24,322,136 Gen Fund \$ -
Office of the Sheriff Sheriff Brandenburg FTE 11 Total Proposed \$2,878,352 Gen Fund \$ 2,875,352	Patrol Captain Bradley O'Neil FTE 70 Total Proposed \$15,834,903 Gen Fund \$ 12,295,412	Jail Captain Lee Eby FTE 115 Total Proposed \$26,013,940 Gen Fund \$ 24,864,056	Training & Wellness Captain Shane Strangfield FTE 8 Total Proposed \$2,551,718 Gen Fund \$ 2,503,718	Sheriff Operating Levy Chief Deputy Morrison FTE 85 Total Proposed \$24,322,136 Gen Fund \$ -
Professional Standards Lieutenant Nathan Hulsey FTE 1 Total Proposed \$248,731 Gen Fund \$ 248,731	City of Estacada Lieutenant Marcus Mendoza FTE 3 Total Proposed \$813,302 Gen Fund \$ -	Civil Lieutenant Kevin Theis FTE 30 Total Proposed \$5,463,037 Gen Fund \$ 4,610,037	Public Safety Training Center (PSTC) Ryan Brown FTE 6 Total Proposed \$1,425,942 Gen Fund \$ 562,942	
Public Information Office Deputy John Wildhaber FTE 3 Total Proposed \$517,854 Gen Fund \$ 517,854	City of Happy Valley Captain Richard Sheldon FTE 25 Total Proposed \$4,719,872 Gen Fund \$ -			
Finance Nancy Artmann FTE 6 Total Proposed \$1,091,174 Gen Fund \$ 1,091,174	City of Wilsonville Captain Robert Wurpes FTE 21 Total Proposed \$5,890,878 Gen Fund \$ -			
Operational Support Jenny Helms FTE 28 Total Proposed \$10,985,873 Gen Fund \$ 9,917,996	Enhanced Law Enforcement District (ELED) Captain Bradley O'Neil FTE 36 Total Proposed \$6,436,639 Gen Fund \$ -			
	Traffic Enforcement Captain Bradley O'Neil FTE 3 Total Proposed \$714,038 Gen Fund \$ 564,038			
	Critical Incident Response Captain Bradley O'Neil FTE 0 Total Proposed \$92,873 Gen Fund \$ 92,873			
	Family Justice Center Erin Henkelman FTE 9 Total Proposed \$1,794,930 Gen Fund \$ 1,794,930			
	Investigations Captain Marcus Wold FTE 29 Total Proposed \$7,423,945 Gen Fund \$ 7,058,945			



Administration

Office of the Sheriff

Purpose Statement

The purpose of the Office of the Sheriff Program is to provide executive leadership, management, and communication services to Sheriff's Office employees and the community so they can benefit from strong, visionary leadership and work together to advance the Sheriff's Office mission to provide trusted public safety and law enforcement services.

Performance Narrative Statement

The Office of the Sheriff Program proposes a \$2,878,352 budget. These resources provide the administrative, leadership, and accountability functions to 18 MFR programs within the Clackamas County Sheriff's Office (CCSO) 's budget. Additionally, this program provides the data, research, and performance analyses of CCSO, holding the primary responsibility for achieving the goals and outcomes of the strategic business plan. □

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% of community survey respondents who report they feel safe in Clackamas County	NEW	No Data Collected	No Baseline	68.6%	No Baseline
Result	By 2023, Sheriff's Office leadership will engage with County Administration to create a plan to address key inefficiencies that are negatively impacting the ability to provide quality law enforcement and public safety services	NEW	33.3%	33.3%	33.3%	33.3%
Result	By 2025, law enforcement re-accreditation will be awarded	NEW	20.0%	20.0%	20.0%	20.0%
Result	% of employees who understand and can articulate their contribution to the Strategic Business Plan	NEW	19.4%	No Baseline	20.7%	No Baseline
Result	% of Strategic Result measures achieved	NEW	71.4%	No Baseline	71.4%	No Baseline
Result	% of Key Result measures achieved	NEW	55.5%	No Baseline	30.0%	No Baseline

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explanation

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Administration

Office of the Sheriff

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	22,526	-	-	-	-	-
Federal, State, Local, All Other Gifts, & Donations	29,443	14,258	18,982	18,982	-	(18,982)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	1,995	290	-	-	-	-	-
All Other Revenue Resources	(131,682)	(91,076)	20,000	12,000	3,000	(17,000)	-85.0%
Other Interfund Transfers	4,274,028	6,130,419	1,725,286	-	-	(1,725,286)	-100.0%
General Fund Support	-	-	2,583,090	2,761,965	2,875,352	292,262	11.3%
Operating Revenue	4,173,784	6,053,891	4,347,358	2,792,947	2,878,352	(1,469,006)	-33.8%
Total Revenue	4,173,784	6,076,417	4,347,358	2,792,947	2,878,352	(1,469,006)	-33.8%
Personnel Services	3,352,832	3,636,480	2,193,295	2,168,895	2,485,266	291,971	13.3%
Materials & Services	788,426	733,734	399,114	594,390	380,873	(18,241)	-4.6%
Capital Outlay	-	7,828	-	-	-	-	-
Operating Expense	4,141,258	4,378,042	2,592,409	2,763,285	2,866,139	273,730	10.6%
Transfers	10,001	12,213	29,662	29,662	12,213	(17,449)	-58.8%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	4,151,259	4,390,255	2,622,071	2,792,947	2,878,352	256,281	9.8%

Ending Fund Balance - Restricted

Revenue Less Expense	22,525	1,686,162	1,725,287	-	-	(1,725,287)	-100.0%
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Significant Issues and Changes

The Office of the Sheriff Program established a new team during FY 2021-22 using existing resources within the office. The Strategic Analysis Unit collects and analyzes data to inform various decisions and programs. Additionally, they will assist with the reaccreditation of the Sheriff's Office through the Oregon Accreditation Alliance (OAA).

*FY21-22 Amended includes ARPA Lost Revenue Replenishment of \$1.7M.



Administration

Finance

Purpose Statement

The purpose of the Finance Program is to provide financial management services to the Sheriff, Sheriff's Office employees, Advisory Committees, and County decision-makers so they can effectively manage public funds and tie resources to expected results in the interest of public safety.

Performance Narrative Statement

CCSO Finance proposes a budget of \$1,091,174 for fiscal year 2022-23. This workgroup coordinates the budget process for each of the 18 Performance Clackamas programs within the Sheriff's Office, including the Enhanced Law Enforcement District and Public Safety Local Option Levy. Staff in this workgroup provide financial monitoring, supportive services, payroll services, contracting support, and assistance in applying for financial assistance opportunities.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	Zero audit findings that result from CCSO Finance staff errors	NEW	0	0	0	0
Result	% of operational programs that are on or under budget	NEW	83%	100%	74.1%	100%
Result	% of contract and procurement requests that are completed within the established timelines	NEW	79%	90%	100%	90%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation CCSO finance is required to follow the provisions of Oregon Budget Law



Administration

Finance Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	1,002,404	956,980	1,091,174	88,770	8.9%
Operating Revenue	-	-	1,002,404	956,980	1,091,174	88,770	8.9%
Total Revenue	-	-	1,002,404	956,980	1,091,174	88,770	8.9%
Personnel Services	-	-	904,604	837,460	981,278	76,674	8.5%
Materials & Services	-	-	97,800	119,520	109,896	12,096	12.4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	1,002,404	956,980	1,091,174	88,770	8.9%
Total Expense	-	-	1,002,404	956,980	1,091,174	88,770	8.9%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	-	-	-	-	-	-	-
Significant Issues and Changes							

In FY2021-22, Finance was established as a separate MFR program, resulting in no historical budget data. Finance has been navigating changes to the chart of accounts, budgeting software, and a payroll conversion that substantially impacted finance operations.



Administration

Operational Support

Purpose Statement

The purpose of the Operational Support Program is to provide essential human resources, technology, records, and fleet services to Sheriff's Office employees so they have the resources they need to protect and maintain safe communities.

Performance Narrative Statement

The Operational Support program proposes a budget of \$10,985,873. The program ensures the hiring of qualified employees, accuracy of criminal and arrest records, and technology to support CCSO programs. The program works collaboratively with County Technology Services, Fleet, Facilities, and Human Resources to meet the needs of a 24x7 public safety operation.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% of positions that are filled	NEW	96.4%	95.0%	92.5%	95.0%
Result	% of time that critical technology is available	NEW	99.7%	99.0%	99.6%	99.0%
Result	% of records requests that are fulfilled within 5 calendar days	NEW	68.6%	90.0%	57.0%	90.0%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



Administration
Operational Support Program
Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	624,636	296,002	-	175,075	732,377	732,377	-
Federal, State, Local, All Other Gifts, & Donations	116,779	21,303	47,213	47,213	-	(47,213)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	292,021	256,841	1,181,894	1,192,190	323,000	(858,894)	-72.7%
Revenue from Bonds & Other Debts	-	83,638	-	2,500	5,000	5,000	-
All Other Revenue Resources	12,525	5,863	7,500	27,500	7,500	-	-
Other Interfund Transfers	6,043,205	7,555,768	-	875,286	-	-	-
General Fund Support	-	-	7,063,633	7,395,174	9,917,996	2,854,363	40.4%
Operating Revenue	6,464,530	7,923,413	8,300,240	9,539,863	10,253,496	1,953,256	23.5%
Total Revenue	7,089,166	8,219,415	8,300,240	9,714,938	10,985,873	2,685,633	32.4%
Personnel Services	4,675,986	3,897,529	4,268,432	4,266,802	4,499,995	231,563	5.4%
Materials & Services	1,961,254	3,706,568	2,865,808	3,386,969	4,615,154	1,749,346	61.0%
Capital Outlay	155,924	1,209,077	1,166,000	1,328,790	1,870,724	704,724	60.4%
Operating Expense	6,793,164	8,813,174	8,300,240	8,982,561	10,985,873	2,685,633	32.4%
Total Expense	6,793,164	8,813,174	8,300,240	8,982,561	10,985,873	2,685,633	32.4%
Ending Fund Balance - Restricted	-	-	-	732,377	-	-	-
Revenue Less Expense	296,002	(593,759)	-	-	-	-	-

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts. The Operational Support Program will focus its resources on filling existing vacancies, and the new positions paid for by the new Public Safety Local Option Levy passed by voters in 2021.



Professional Standards Program

Purpose Statement

The purpose of the Professional Standards Program is to provide internal investigative services to the Sheriff, Sheriff's Office employees, and the public so they can continually improve the professional standards of the Clackamas County Sheriff's Office and receive thorough, impartial, and timely responses to complaints.

Performance Narrative Statement

The Professional Standards Unit Program proposes a \$248,731 operating budget. These resources will provide internal investigative services to CCSO. The program offers transparency and accountability, ensuring that complaints are investigated and responded to in a timely manner.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% of Internal Affairs Investigations that are completed within 90 days	NEW	82%	75%	96.0%	75%
Result	% of Service Investigations that are completed within 30 days	NEW	59.7%	75%	69.9%	75%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Administration

Professional Standards Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	(467,088)	-	-	-	-	-
Federal, State, Local, All Other Gifts, & Donations	-	-	4,237	4,237	-	(4,237)	-100.0%
Other Interfund Transfers	151,458	201,220	-	-	-	-	-
General Fund Support	-	-	658,796	859,335	248,731	(410,065)	-62.2%
Operating Revenue	151,458	201,220	663,033	863,572	248,731	(414,302)	-62.5%
Total Revenue	151,458	(265,868)	663,033	863,572	248,731	(414,302)	-62.5%
Personnel Services	608,993	666,408	623,863	799,331	221,358	(402,505)	-64.5%
Materials & Services	9,554	10,635	39,170	64,241	27,373	(11,797)	-30.1%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	618,547	677,043	663,033	863,572	248,731	(414,302)	-62.5%
Total Expense	618,547	677,043	663,033	863,572	248,731	(414,302)	-62.5%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	(467,089)	(942,911)	-	-	-	-	

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts. The Levy now funds two additional Professional Standards Investigators that support this program.



Administration

Public Information Office

Purpose Statement

The purpose of the Public Information Unit (PIU) Program is to provide information, multimedia communications, community outreach, and education services to Sheriff's Office employees, community partners, and the public so they can learn about Sheriff's Office activities, be informed about public safety matters, and engage with the Sheriff's Office mission.

Performance Narrative Statement

The Public Information Office proposes a \$517,854 operating budget. The program provides strategic outreach, information, and engagement for CCSO to employees and the community. The program focuses on building public trust and awareness through regular and transparent communication regarding public safety in Clackamas County. □

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% of community survey respondents who report they have a positive view of the Sheriff's Office	NEW	No Data Collected	No Baseline	76.0%	No Baseline
Result	% change in social media followers	NEW	13%	5%	1.7%	5%
Result	% change in Sheriff's Office website visits	NEW	13%	5%	-4%	5%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



Administration

Public Information Office

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	816,000	571,886	517,854	(298,146)	-36.5%
Operating Revenue	-	-	816,000	571,886	517,854	(298,146)	-36.5%
Total Revenue	-	-	816,000	571,886	517,854	(298,146)	-36.5%
Personnel Services	-	-	748,457	469,372	457,986	(290,471)	-38.8%
Materials & Services	-	-	67,543	102,514	59,868	(7,675)	-11.4%
Operating Expense	-	-	816,000	571,886	517,854	(298,146)	-36.5%
Total Expense	-	-	816,000	571,886	517,854	(298,146)	-36.5%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	-	-	-	-	-	-	-

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts.



Law Enforcement

City of Estacada

Purpose Statement

The purpose of the City of Estacada Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Estacada so they can enjoy safe, livable communities.

Performance Narrative Statement

The City of Estacada program proposes a budget of \$813,302. The city contracts with CCSO to provide comprehensive public safety services. This contract also allows access to specialized units such as K-9 and SWAT to meet this rural city's unique challenges.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% change in reported crimes against persons	NEW	10.1%	0.0%	41.0%	0.0%
Result	% change in reported property crimes	NEW	13.1%	0.0%	15.1%	0.0%
Result	% of deputy activity that is self-initiated	NEW	44.3%	40.0%	38.3%	40.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	NEW	34.5%	50.0%	37.9%	50.0%

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☐ No

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Law Enforcement

City of Estacada

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	563,578	516,279	813,302	249,724	44.3%
Operating Revenue	-	-	563,578	516,279	813,302	249,724	44.3%
Total Revenue	-	-	563,578	516,279	813,302	249,724	44.3%
Personnel Services	-	-	509,578	462,279	566,970	57,392	11.3%
Materials & Services	-	-	28,000	28,000	220,320	192,320	686.9%
Capital Outlay	-	-	26,000	26,000	26,012	12	0.05%
Operating Expense	-	-	563,578	516,279	813,302	249,724	44.3%
Total Expense	-	-	563,578	516,279	813,302	249,724	44.3%
Ending Fund Balance - Restricted	-	-	-	-	-	-	
Revenue Less Expense	-	-	-	-	-	-	

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts.



Law Enforcement

City of Happy Valley

Purpose Statement

The purpose of the City of Happy Valley Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Happy Valley so they can enjoy safe, livable communities.

Performance Narrative Statement

The City of Happy Valley program proposes a budget of \$4,719,872. The city contracts with CCSO to provide comprehensive public safety services. This contract also allows access to specialized units such as K-9 and SWAT to meet this city's unique challenges.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% change in reported crimes against persons	NEW	-9.0%	0.0%	20.7%	10.0%
Result	% change in reported property crimes	NEW	4.4%	0.0%	12.2%	0.0%
Result	% of deputy activity that is self-initiated	NEW	54.9%	40.0%	52.1%	50.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	NEW	32.9%	50.0%	33.6%	50.0%

Program includes:

Mandated Service

Shared Services

Grant Funding

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Law Enforcement

City of Happy Valley

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	3,193,824	3,103,151	4,719,872	1,526,048	47.8%
Operating Revenue	-	-	3,193,824	3,103,151	4,719,872	1,526,048	47.8%
Total Revenue	-	-	3,193,824	3,103,151	4,719,872	1,526,048	47.8%
Personnel Services	-	-	2,913,824	2,823,151	3,223,892	310,068	10.6%
Materials & Services	-	-	145,000	145,000	1,371,302	1,226,302	845.7%
Capital Outlay	-	-	135,000	135,000	124,678	(10,322)	-7.6%
Operating Expense	-	-	3,193,824	3,103,151	4,719,872	1,526,048	47.8%
Total Expense	-	-	3,193,824	3,103,151	4,719,872	1,526,048	47.8%
Ending Fund Balance - Restricted	-	-	-	-	-	-	
Revenue Less Expense	-	-	-	-	-	-	
Significant Issues and Changes							

FY2021-22: Presentation changes result from the newly implemented chart of accounts.



Law Enforcement

City of Wilsonville

Purpose Statement

The purpose of the City of Wilsonville Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Wilsonville so they can enjoy safe, livable communities.

Performance Narrative Statement

The City of Wilsonville program proposes a budget of \$5,890,878. The city contracts with CCSO to provide comprehensive public safety services. This contract also allows access to specialized units such as K-9 and SWAT to meet this city's unique challenges.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% change in reported crimes against persons	NEW	-8.9%	0.0%	-1.4%	10.0%
Result	% change in reported property crimes	NEW	13.0%	0.0%	2.1%	0.0%
Result	% of deputy activity that is self-initiated	NEW	42.0%	40.0%	33.0%	48.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	NEW	48.0%	50.0%	41.6%	50.0%

Program includes:

Mandated Services ☐ Yes

Shared Services ☐ No

Grant Funding ☐ No

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Law Enforcement

City of Wilsonville

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	4,179,432	4,001,570	5,890,878	1,711,446	40.9%
Operating Revenue	-	-	4,179,432	4,001,570	5,890,878	1,711,446	40.9%
Total Revenue	-	-	4,179,432	4,001,570	5,890,878	1,711,446	40.9%
Personnel Services	-	-	3,833,432	3,655,570	3,869,363	35,931	0.9%
Materials & Services	-	-	178,000	178,000	1,860,548	1,682,548	945.3%
Capital Outlay	-	-	168,000	168,000	160,967	(7,033)	-4.2%
Operating Expense	-	-	4,179,432	4,001,570	5,890,878	1,711,446	40.9%
Total Expense	-	-	4,179,432	4,001,570	5,890,878	1,711,446	40.9%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	-	-	-	-	-	-	-

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts. The City of Wilsonville is in the process of adding a Mental Health Professional to the City's Police Force to assist with crisis response and conduct follow-up with individuals or families.



Law Enforcement

Critical Incident Response

Purpose Statement

The purpose of the Critical Incident Response Program is to provide specially equipped and trained personnel and emergency response services to the public and other law enforcement agencies so they can experience safe resolutions to extraordinary, critical situations.

Performance Narrative Statement

The Critical Incident Response program proposes a budget of \$92,873 for FY21-22. The program includes SWAT, Crisis Negotiation Team (CNT), Explosive Device Unit (EDU), Search and Rescue (SAR), and DIVE.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% of Special Weapons and Tactics (SWAT), Crisis Negotiation Team (CNT), Corrections Emergency Response Team (CERT), and Explosive Device Unit (EDU) responses that result in no serious physical injury or death	NEW	100.0%	100.0%	100.0%	100.0%
Result	% of Search and Rescue (SAR) and Dive/Rescue Team responses that result in the subject being rescued or recovered	NEW	93.9%	No Baseline	100.0%	93.0%

Program includes:

Mandated Service ☐ Yes

Shared Services ☐ No

Grant Funding ☐ No

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Law Enforcement

Critical Incident Response

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	371,364	374,163	92,873	(278,491)	-75.0%
Operating Revenue	-	-	371,364	374,163	92,873	(278,491)	-75.0%
Total Revenue	-	-	371,364	374,163	92,873	(278,491)	-75.0%
Personnel Services	-	-	252,622	251,381	-	(252,622)	-100.0%
Materials & Services	-	-	118,742	122,782	92,873	(25,869)	-21.8%
Operating Expense	-	-	371,364	374,163	92,873	(278,491)	-75.0%
Total Expense	-	-	371,364	374,163	92,873	(278,491)	-75.0%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	-	-	-	-	-	-	-

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts. With the restoration to the Sheriff's Office of lost revenue via ARPA funding, the Sheriff's Office began the procurement process to replace a Bearcat for the SWAT team. The existing Bearcat is unserviceable and was a potential liability to the team.



Law Enforcement

Enhanced Law Enforcement District (ELED)

Purpose Statement

The purpose of the Enhanced Law Enforcement District (ELED) Program is to provide enhanced public safety, community partnership, education, and law enforcement services to those who live, work, and play within the ELED so they can enjoy safe, livable communities.

Performance Narrative Statement

The Enhanced Law Enforcement District (ELED) program proposes a budget of \$6,436,639. The program provides patrol services to residents of the unincorporated areas of Clackamas County within the Metropolitan Urban Growth Boundary, ensuring the protection of life, property, and individual rights. The program has access to CCSO special units such as special weapons and tactics (SWAT), search and rescue (SAR), marine, and a K-9 unit.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% change in reported crimes against persons	NEW	5.3%	0.0%	-0.1%	0.0%
Result	% change in reported property crimes	NEW	5.4%	0.0%	11.5%	0.0%
Result	% of deputy activity that is self-initiated	NEW	31.0%	40.0%	30.9%	40.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	NEW	48.4%	50.0%	43.0%	50.0%

Program includes:

Mandated Services ☐ Yes

Shared Services ☐ No

Grant Funding ☐ No

Explanation

Mandated Services:

The Enhanced Law Enforcement District was approved by the voters in 1994, outlining the services provided in the incorporated documents.



Law Enforcement

Enhanced Law Enforcement District (ELED)

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	29,138	-	-	-	-	-
Federal, State, Local, All Other Gifts, & Donations	68,288	76,218	126,930	126,930	-	(126,930)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	-	6	-	-	-	-	-
All Other Revenue Resources	6,402,853	6,536,296	6,604,803	6,386,784	6,436,639	(168,164)	-2.5%
Operating Revenue	6,471,141	6,612,520	6,731,733	6,513,714	6,436,639	(295,094)	-4.4%
Total Revenue	6,471,141	6,641,658	6,731,733	6,513,714	6,436,639	(295,094)	-4.4%
Personnel Services	6,442,003	6,651,520	6,731,733	6,456,635	6,436,639	(295,094)	-4.4%
Materials & Services	-	239,138	-	57,079	-	-	-
Capital Outlay	-	5,698	-	-	-	-	-
Operating Expense	6,442,003	6,896,356	6,731,733	6,513,714	6,436,639	(295,094)	-4.4%
Total Expense	6,442,003	6,896,356	6,731,733	6,513,714	6,436,639	(295,094)	-4.4%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	29,138	(254,698)	-	-	-	-	
Significant Issues and Changes							

FY2021-22: Presentation changes result from the newly implemented chart of accounts. The ELED Advisory Board continues to be more active by providing outreach and information to citizens within the district. This group actively works at identifying needs or concerns and communicates directly back to CCSO.



Law Enforcement

Family Justice Center (FJC)

Purpose Statement

The purpose of the Family Justice Center (FJC) Program is to provide comprehensive and coordinated victim services from public and non-profit agencies to vulnerable victims of crime so they can live a life free of violence.

Performance Narrative Statement

The Family Justice Center program proposes a budget of \$1,794,930. This program is a partnership between public and non-profit agencies. The program provides holistic, trauma-informed services to survivors and their children experiencing domestic violence, sexual violence, human trafficking, and elder abuse.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	By 2025, the Clackamas County FJC will be operating in an adequate facility with appropriate staff capacity to deliver needed services to residents	NEW	10.0%	10.0%	5.0%	5.0%
Result	% of FJC cases that are referred to the District Attorney's Office for a prosecution decision	NEW	No Data Collected	No Baseline	37.4%	No Baseline
Result	% of new visitors who are referred by law enforcement	NEW	27.3%	30.0%	38.1%	30.0%
Result	% of protective orders filed at the FJC that are granted	NEW	89.0%	85.0%	86.0%	85.0%
Result	% of FJC survey respondents who report they were treated with respect	NEW	99.3%	95.0%	100.0%	95.0%

Program includes:

Mandated Service

Shared Services

Grant Funding

Explanation



Law Enforcement

Family Justice Center (FJC)

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	175,846	-	-	-	-	-
Federal, State, Local, All Other Gifts, & Donations	1,470	6,296	25,701	25,701	-	(25,701)	-100.0%
All Other Revenue Resources	-	1,635	-	250	-	-	-
Other Interfund Transfers	1,704,685	1,780,560	-	-	-	-	-
General Fund Support	-	-	1,945,778	1,792,672	1,794,930	(150,848)	-7.8%
Operating Revenue	1,706,155	1,788,491	1,971,479	1,818,623	1,794,930	(176,549)	-9.0%
Total Revenue	1,706,155	1,964,337	1,971,479	1,818,623	1,794,930	(176,549)	-9.0%
Personnel Services	1,299,414	1,574,915	1,715,413	1,604,717	1,590,077	(125,336)	-7.3%
Materials & Services	230,896	219,925	256,066	213,906	204,853	(51,213)	-20.0%
Operating Expense	1,530,310	1,794,840	1,971,479	1,818,623	1,794,930	(176,549)	-9.0%
Total Expense	1,530,310	1,794,840	1,971,479	1,818,623	1,794,930	(176,549)	-9.0%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	175,845	169,497	-	-	-	-	

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts. The Family Justice Center (FJC) serves individuals and families fleeing abuse. These individuals often leave with the clothes on their backs and limited access to resources. As a result, there is a need for additional funding for client aid. Client aid funding provides access to critical basic needs for individuals while they wait for long-term support. Regarding future staffing, it is anticipated that the FJC needs additional office support staff to ensure timeliness and maintain existing services.



Law Enforcement Investigations

Purpose Statement

The purpose of the Investigations Program is to provide comprehensive investigative services and secure evidence storage for prosecutors, other law enforcement agencies, and victims of crime so they can hold offenders accountable and achieve justice.

Performance Narrative Statement

The Investigations program proposes a budget of \$7,423,945. The program is committed to long-term and in-depth investigations that hold offenders accountable in the pursuit of justice. Program services include personnel with specialized expertise in the disciplines of forensic examinations, crimes against children, human trafficking, property investigations, violent crimes, and narcotics investigations. In partnership with the patrol program, outside agencies, and the community, the program serves the public by providing investigative expertise and secure evidence storage.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% of Investigations cases that are referred to the District Attorney's Office for a prosecution decision	NEW	No Data Collected	No Baseline	30%	No Baseline
Result	% compliance with the annual property room audit	NEW	100%	100%	100%	100%

Program includes:

Mandated Services ☐ Yes

Shared Services ☐ No

Grant Funding ☐ No

Mandated Services: Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Law Enforcement

Investigations

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	896,146	(108,818)	320,159	344,659	130,000	(190,159)	-59.4%
Federal, State, Local, All Other Gifts, & Donations	200,347	192,978	253,223	348,723	215,000	(38,223)	-15.1%
Charges, Fees, License, Permits, Fines, Assessments	36	50	376,819	212,204	5,000	(371,819)	-98.7%
All Other Revenue Resources	27,448	1,851	-	55,000	15,000	15,000	-
Other Interfund Transfers	7,426,668	7,561,258	-	-	-	-	-
General Fund Support	-	-	6,681,427	4,877,378	7,058,945	377,518	5.7%
Operating Revenue	7,654,499	7,756,137	7,311,469	5,493,305	7,293,945	(17,524)	-0.2%
Total Revenue	8,550,645	7,647,319	7,631,628	5,837,964	7,423,945	(207,683)	-2.7%
Personnel Services	7,742,886	6,889,386	6,471,502	4,895,603	6,593,404	121,902	1.9%
Materials & Services	916,577	891,054	1,110,126	797,361	830,541	(279,585)	-25.2%
Capital Outlay	-	98,014	50,000	15,000	-	(50,000)	-100.0%
Operating Expense	8,659,463	7,878,454	7,631,628	5,707,964	7,423,945	(207,683)	-2.7%
Total Expense	8,659,463	7,878,454	7,631,628	5,707,964	7,423,945	(207,683)	-2.7%
Ending Fund Balance - Restricted	-	-	-	130,000	-	-	
Revenue Less Expense	(108,818)	(231,135)	-	-	-	-	

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts.



Law Enforcement Patrol Program

Purpose Statement

The purpose of the Patrol Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Clackamas County so they can enjoy safe, livable communities.

Performance Narrative Statement

The Patrol program proposes a budget of \$15,834,903. The program 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. The program 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.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% change in reported crimes against persons	NEW	1.9%	0.0%	-2.0%	0.0%
Result	% change in reported property crimes	NEW	1.9%	0.0%	12.2%	0.0%
Result	% of deputy activity that is self-initiated	NEW	32.1%	40.0%	32.0%	40.0%
Result	% of inlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	NEW	48.1%	50.0%	42.0%	50.0%
Result	% of outlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 20 minutes	NEW	69.2%	60.0%	67.9%	60.0%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Law Enforcement

Patrol

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	(847,077)	390,247	-	703,759	475,821	475,821	-
Federal, State, Local, All Other Gifts, & Donations	1,735,304	2,609,614	1,543,160	1,483,747	1,865,962	322,802	20.9%
Charges, Fees, License, Permits, Fines, Assessments	9,675,835	9,790,076	2,267,113	2,257,113	881,225	(1,385,888)	-61.1%
Revenue from Bonds & Other Debts	5,220	52,222	10,000	50,000	2,000	(8,000)	-80.0%
All Other Revenue Resources	34,756	16,221	105,000	22,250	260,280	155,280	147.9%
Other Interfund Transfers	16,755,998	12,132,619	54,203	54,203	54,203	-	-
General Fund Support	-	-	14,096,521	18,425,676	12,295,412	(1,801,109)	-12.8%
Operating Revenue	28,207,113	24,600,752	18,075,997	22,292,989	15,359,082	(2,716,915)	-15.0%
Total Revenue	27,360,036	24,990,999	18,075,997	22,996,748	15,834,903	(2,241,094)	-12.4%
Personnel Services	19,750,399	19,447,585	13,714,430	18,146,340	12,386,251	(1,328,179)	-9.7%
Materials & Services	5,769,509	4,144,993	4,361,567	4,357,087	3,425,652	(935,915)	-21.5%
Capital Outlay	1,369,883	67,512	-	17,500	23,000	23,000	-
Transfers	80,000	-	-	-	-	-	-
Operating Expense	26,969,791	23,660,090	18,075,997	22,520,927	15,834,903	(2,241,094)	-12.4%
Total Expense	26,969,791	23,660,090	18,075,997	22,520,927	15,834,903	(2,241,094)	-12.4%
Ending Fund Balance - Restricted	-	-	-	475,821	-	-	-
Revenue Less Expense	390,245	1,330,909	-	-	-	-	-

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts. The CCSO Patrol Division continues to experience attrition due to retirements and resignations. In 2021 CCSO hired a record 30 patrol deputies, and recruitment efforts remain a priority.



Law Enforcement

Traffic Enforcement Program

Purpose Statement

The purpose of the Traffic Enforcement Program is to provide traffic enforcement and education services to those who live, work, and play in Clackamas County so they can enjoy safe roadways.

Performance Narrative Statement

The Traffic Enforcement program proposes a budget of \$714,038. The team provides focused enforcement efforts on county roadways, emphasizing violations that cause motor vehicle accidents. Through grant funding, the program participates in special enforcement initiatives. The program collaborates with CCSO crime analysts to identify and patrol trouble areas. Additionally, the program responds to citizen-reported traffic issues and presents traffic safety programs to schools and county civic groups.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% change in fatalities that result from traffic crashes occurring on County roadways	NEW	92.5%	-10.0%	131.0%	-10.0%
Result	% change in traffic crashes occurring in the five highest accident-risk areas	NEW	168.0%	-10.0%	6.2%	-10.0%
Result	% of traffic crash Calls for Service responded to by the Traffic Enforcement Unit	NEW	6.1%	5.0%	5.6%	5.0%

Program includes:

Mandated Service ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Law Enforcement

Traffic Enforcement Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts, & Donations	-	-	123,750	163,750	140,000	16,250	13.1%
Charges, Fees, License, Permits, Fines, Assessments	-	-	10,000	10,000	10,000	-	-
General Fund Support	-	-	575,929	225,163	564,038	(11,891)	-2.1%
Operating Revenue	-	-	709,679	398,913	714,038	4,359	0.6%
Total Revenue	-	-	709,679	398,913	714,038	4,359	0.6%
Personnel Services	-	-	642,598	336,172	666,920	24,322	3.8%
Materials & Services	-	-	67,081	62,741	47,118	(19,963)	-29.8%
Operating Expense	-	-	709,679	398,913	714,038	4,359	0.6%
Total Expense	-	-	709,679	398,913	714,038	4,359	0.6%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	-	-	-	-	-	-	-

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts.



Purpose Statement

The purpose of the Civil Program is to provide court security services and to execute the process and orders of the court for court employees and members of the public so they can experience a safe court environment and have process served in a proper and timely manner.

Performance Narrative Statement

The Civil program proposes a budget of \$5,463,037. The program is responsible for serving the civil process, providing security for 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 civil program supervises the concealed handgun licensing program.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% change in security incident rate	NEW	0.0%	0.0%	0.01%	0.0%
Result	% of process delivered for service that are attempted within 7 business days	NEW	89.8%	80.0%	88.0%	90.0%
Result	% of process delivered for service that are entered or rejected within 3 business days	NEW	98.0%	90.0%	99.0%	97.0%

Program includes:

Mandated Service ☐ Yes

Shared Services ☐ No

Grant Funding ☐ No

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Public Safety

Civil

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	333,961	-	-	-	-	-
Federal, State, Local, All Other Gifts, & Donations	63,850	24,320	92,915	96,915	5,000	(87,915)	-94.6%
Charges, Fees, License, Permits, Fines, Assessments	759,319	775,914	894,500	996,060	847,000	(47,500)	-5.3%
Revenue from Bonds & Other Debts	-	-	-	-	1,000	1,000	-
All Other Revenue Resources	50	101	-	-	-	-	-
Other Interfund Transfers	4,146,190	3,661,614	-	-	-	-	-
General Fund Support	-	-	4,341,694	4,376,999	4,610,037	268,343	6.2%
Operating Revenue	4,969,409	4,461,949	5,329,109	5,469,974	5,463,037	133,928	2.5%
Total Revenue	4,969,409	4,795,910	5,329,109	5,469,974	5,463,037	133,928	2.5%
Personnel Services	4,303,111	4,245,472	4,390,550	4,779,795	4,805,871	415,321	9.5%
Materials & Services	332,338	344,898	938,559	690,179	657,166	(281,393)	-30.0%
Operating Expense	4,635,449	4,590,370	5,329,109	5,469,974	5,463,037	133,928	2.5%
Total Expense	4,635,449	4,590,370	5,329,109	5,469,974	5,463,037	133,928	2.5%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	333,961	205,540	-	-	-	-	

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts. The Civil program is participating in the new courthouse project that will require a gradual increase in FTE to staff a larger court facility. The need for an immediate and ongoing increase in FTE for the Civil Program needs to be a priority to ensure the safe and orderly operation of the current and future courthouse. The Concealed Handgun License Unit has seen a dramatic and sustained increase in demand for application renewals and new applicants. This demand increase has resulted in a need for an across-the-board increase for materials and services to ensure the increase in demand can be met with the allocated budget amounts. The Civil program is also anticipating an increase in lawful, court-directed evictions as the pandemic restrictions cease regarding rent and mortgage protection along with payroll stimulus coming to an end. This increase could result in an increase in overtime and an increase in basic materials and services that support the office function of the Civil Process Unit.



Purpose Statement

The purpose of the Jail Program is to provide a secure custody environment and social, medical, food, and education services to inmates so they can be safe while they are held accountable, prepare for release, and become productive members of the community.

Performance Narrative Statement

The Jail program proposes a budget of \$26,013,940. The program maintains a safe and secure jail facility for both inmates and staff in compliance with statutory authority, court decisions, and Oregon jail standards. The program strives to keep all residents of the community safe while positively impacting those who are held or who must serve sentences in the facility.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	By 2025, an updated plan and funding strategy will be proposed for a new Clackamas County Jail facility that has adequate capacity and ensures the safety and security of inmates and staff	NEW	20.0%	20.0%	10.0%	10.0%
Result	% change in forced released inmates	NEW	99.2%	-23.2%	28.2%	-9.5%
Result	Zero reported Prison Rape Elimination Act (PREA) violations that are sustained	NEW	0	0	1	0
Result	Zero inmate suicide deaths	NEW	1	0	3	0

Program includes:

Mandated Service ☐ Yes

Shared Services ☐ No

Grant Funding ☐ No

Explanation

Mandated Services:

Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:

- 1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
- 2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
- 3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
- 4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
- 5) Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]



Public Safety

Jail

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	(744,189)	475,457	-	-	-	-	-
Federal, State, Local, All Other Gifts, & Donations	343,268	177,828	537,191	471,691	128,500	(408,691)	-76.1%
Charges, Fees, License, Permits, Fines, Assessments	338,807	349,338	348,660	364,085	579,160	230,500	66.1%
Revenue from Bonds & Other Debts	-	2,228	-	-	-	-	-
All Other Revenue Resources	147,514	79,594	164,500	231,500	164,500	-	-
Other Interfund Transfers	24,213,157	22,824,354	-	650,000	277,724	277,724	-
General Fund Support	-	-	23,895,028	20,986,199	24,864,056	969,028	4.1%
Operating Revenue	25,042,746	23,433,342	24,945,379	22,703,475	26,013,940	1,068,561	4.3%
Total Revenue	24,298,557	23,908,799	24,945,379	22,703,475	26,013,940	1,068,561	4.3%
Personnel Services	17,711,763	17,133,051	18,552,072	17,688,792	17,993,530	(558,542)	-3.0%
Materials & Services	5,632,838	5,719,915	5,913,307	4,364,683	6,364,442	451,135	7.6%
Capital Outlay	10,270	245,056	-	650,000	1,522,000	1,522,000	0%
Operating Expense	23,354,871	23,098,022	24,465,379	22,703,475	25,879,972	1,414,593	5.8%
Special Payments	351,742	293,540	480,000	-	-	(480,000)	-100.0%
Transfers	116,487	119,421	-	-	133,968	133,968	0%
Total Expense	23,823,100	23,510,983	24,945,379	22,703,475	26,013,940	1,068,561	4.3%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	475,457	397,816	-	-	-	-	-

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts. The jail requires constant oversight and maintenance due to the aging infrastructure. This will cause a continuation of focused funding to ensure the facility runs to both statutory and constitutional standards and best practices for the housing of adults in custody and ensure livability standards.

The jail is integral to local government's public safety function. It is an essential element of the local criminal justice system. Continued financial investment is a critical component to public safety in our community. Collaborative planning with County partners is underway, focusing on replacement strategies for the aging Jail facility. Additionally, restoring lost revenue via ARPA funding paid for a portion of the Jail Management software system.



Public Safety Training Center (PSTC)

Purpose Statement

The purpose of the Public Safety Training Center (PSTC) Program is to provide facilities, skills development, and education services to Sheriff's Office employees, other law enforcement agencies, and the public so they can enhance their public safety knowledge and skills to build a more secure community.

Performance Narrative Statement

The Public Safety Training Center program proposes a budget of \$1,425,942. The program offers a facility where CCSO sworn staff can train and qualify for skills required for their position. In addition, the program offers a public shooting range and public training opportunities, including firearms, self-defense, wilderness survival, and CPR/AED/First Aid. These services, along with sharing the facility with other law enforcement agencies in the area, provide a method of cost recovery for the program.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% change in individual public class registrations	NEW	71.6%	10.0%	10.0%	15.0%
Result	% change in public range visits	NEW	23.7%	No Baseline	2.0%	No Baseline
Result	% change in hours of training room utilization	NEW	16.2%	5.0%	4.8%	25.0%

Program includes:

Mandated Service

Shared Services

Grant Funding

Explanation



Training

Public Safety Training Center (PSTC)

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	(277,478)	-	-	-	-	-
Federal, State, Local, All Other Gifts, & Donations	32,604	8,631	8,403	8,403	-	(8,403)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	474,433	791,533	810,500	816,000	748,000	(62,500)	-7.7%
All Other Revenue Resources	81,185	117,455	125,000	143,500	115,000	(10,000)	-8.0%
Other Interfund Transfers	652,061	452,087	-	200,000	-	-	-
General Fund Support	-	-	325,516	848,801	562,942	237,426	72.9%
Operating Revenue	1,240,283	1,369,706	1,269,419	2,016,704	1,425,942	156,523	12.3%
Total Revenue	1,240,283	1,092,228	1,269,419	2,016,704	1,425,942	156,523	12.3%
Personnel Services	768,846	823,623	595,396	997,501	1,028,706	433,310	72.8%
Materials & Services	475,013	616,012	429,023	774,203	397,236	(31,787)	-7.4%
Operating Expense	1,243,859	1,439,635	1,024,419	1,771,704	1,425,942	401,523	39.2%
Transfers	223,902	229,288	245,000	245,000	-	(245,000)	-100.0%
Total Expense	1,467,761	1,668,923	1,269,419	2,016,704	1,425,942	156,523	12.3%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	(227,478)	(576,695)	-	-	-	-	-

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts. PSTC is anticipating strong continued patronage for public programming and room utilization from LE partners. With increased demands on the facility, we are seeing the need for increased maintenance intervals and repairs on critical equipment/components. Ammo prices saw a 30% increase in 2020 that endured into 2021. While the market seems to be settling out presently, it is uncertain if volatility will continue through FY2022-23. Due to the pandemic, community and business usage of meeting rooms have yet to return. However, we hope to encourage these areas back to and above normal levels. Additionally, restoration of lost revenue via ARPA funding covered the cost of some delayed maintenance issues and building improvements.



Training

Training & Wellness

Purpose Statement

The purpose of the Training and Wellness Program is to provide professional risk mitigation training to Sheriff's Office employees and personal wellness services to employees and their families so they can maintain physical and mental well-being throughout their career.

Performance Narrative Statement

The Training & Wellness program proposes a budget of \$2,551,718. The program provides training and wellness initiatives to support a professional, well-trained, and healthy workforce. The services provided benefit all CCSO MFR program functions.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% of employees who report they are in good or excellent mental health	NEW	63.2%	No Baseline	62.4%	No Baseline
Result	% of employees who report they are in good or excellent physical health	NEW	45.0%	No Baseline	48.7%	No Baseline
Result	% of employees who participate in professional development training	NEW	27.9%	No Baseline	34.1%	No Baseline
Result	% of employees who report they feel valued at work	NEW	62.1%	No Baseline	55.5%	No Baseline
Result	% change in the readiness rate of employees	NEW	-0.7%	No Baseline	-1.6%	No Baseline

Program includes:

Mandated Service

Shared Services

Grant Funding

Explanation



Training

Training & Wellness

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts, & Donations	-	1,608	22,641	48,491	20,000	(2,641)	-11.7%
Charges, Fees, License, Permits, Fines, Assessments	-	2,599	15,000	5,000	17,500	2,500	16.7%
All Other Revenue Resources	-	102	-	1,950	10,500	10,500	-
Other Interfund Transfers	-	1,666,835	-	-	-	-	-
General Fund Support	-	-	2,176,661	2,081,450	2,503,718	327,057	15.0%
Operating Revenue	-	1,671,144	2,214,302	2,136,891	2,551,718	337,416	15.2%
Total Revenue	-	1,671,144	2,214,302	2,136,891	2,551,718	337,416	15.2%
Personnel Services	-	1,341,979	1,429,047	1,497,731	1,600,340	171,293	12.0%
Materials & Services	-	346,397	785,255	634,180	951,378	166,123	21.2%
Operating Expense	-	1,688,376	2,214,302	2,131,911	2,551,718	337,416	15.2%
Transfers	-	-	-	4,980	-	-	0%
Total Expense	-	1,688,376	2,214,302	2,136,891	2,551,718	337,416	15.2%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenue Less Expense	-	(17,232)	-	-	-	-	-

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts. The Training and Wellness Unit will continue to manage new hire training and increased sworn staffing in FY 2022-23. FY 2022-23 will see the implementation of increased levy funding, adding FTE to Patrol staffing. The increased staffing will put a more considerable demand on an available time to train existing and new hire staff. A review of that increased demand will be necessary for determining an appropriate level of sworn Training staff to meet the demand.



Sheriff Operating Levy

Sheriff Operating Levy

Purpose Statement

The Sheriff Operating Levy supports the mission of CCSO providing public safety and law enforcement services to the people of Clackamas County so they can experience and contribute to a safe and secure community.

Performance Narrative Statement

The Public Safety Local Option Levy program proposes a budget of **\$24,322,136**. This voter-approved levy enhances the services provided by the patrol program, jail, and investigations program.

Key Performance Measures

		CY19 Actuals	CY20 Actuals	CY21 Target	CY21 Actuals	CY22 Target
Result	% of inlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	NEW	48.1%	50.0%	42.0%	50.0%
Result	% of outlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 20 minutes	NEW	69.2%	60.0%	67.9%	60.0%
Result	% of Investigations cases that are referred to the District Attorney's Office for a prosecution decision	NEW	No Data Collected	No Baseline	30%	No Baseline
Result	% compliance with the annual property room audit	NEW	100%	100%	100%	100%
Result	% change in forced released inmates	NEW	99.2%	-23.2%	28.2%	-9.5%
Result	Zero inmate suicide deaths	NEW	1	0	3	0

Program includes:

Mandated Service

Shared Services

Grant Funding

Explanation

A new Public Safety Local Option Levy was passed by Clackamas County Voters in 2021.



Sheriff Operating Levy

Sheriff Operating Levy

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,565,854	1,778,338	548,115	2,503,197	1,727,136	1,179,021	215.1%
Taxes	12,670,515	13,323,320	13,270,602	13,185,000	22,440,000	9,169,398	69.1%
Federal, State, Local, All Other Gifts, & Donations	257,418	129,976	381,196	381,436	150,000	(231,196)	-60.7%
Charges, Fees, License, Permits, Fines, Assessments	40	-	-	-	-	-	-
All Other Revenue Resources	31,077	7,074	-	4,810	5,000	5,000	-
Other Interfund Transfers	(114,239)	-	-	-	-	-	-
Operating Revenue	12,844,811	13,460,370	13,651,798	13,571,246	22,595,000	8,943,202	65.5%
Total Revenue	14,410,665	15,238,708	14,199,913	16,074,443	24,322,136	10,122,223	71.3%
Personnel Services	10,042,809	10,866,488	11,242,177	10,253,699	14,147,156	2,904,979	25.8%
Materials & Services	2,451,537	1,862,414	2,632,933	3,545,808	4,143,281	1,510,348	57.4%
Capital Outlay	-	5,699	-	259,497	1,218,000	1,218,000	0%
Operating Expense	12,494,346	12,734,601	13,875,110	14,059,004	19,508,437	5,633,327	40.6%
Special Payments	137,979	911	270,600	234,100	-	(270,600)	-100.0%
Transfers	-	-	54,203	54,203	-	(54,203)	-100.0%
Contingency	-	-	-	-	4,813,699	4,813,699	0%
Total Expense	12,632,325	12,735,512	14,199,913	14,347,307	24,322,136	10,122,223	71.3%
Ending Fund Balance - Restricted	-	-	-	1,727,136	-	-	-
Revenue Less Expense	1,778,340	2,503,196	-	-	-	-	-

Significant Issues and Changes

FY2021-22: Presentation changes result from the newly implemented chart of accounts. In 2021, the voters of Clackamas County passed a new Local Option Public Safety Levy. The new Levy funds 85.0 FTE, 26 of which were added with the passage of the new Levy. The Levy also pays for the cost associated with the bodyworn camera program.



Clackamas County Community Corrections

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Reintegration Programs	Clackamas Substance Abuse Program (CSAP) successfully graduated 27 adults while operating a COVID safe environment for continuous services which provided substance abuse treatment to high risk, justice-involved adults.
	Provided transitional housing to 231 adults on supervision reentering the community from jail or prison.
	Provided supportive Mental Health stabilization housing to 68 adults on supervision.
	Awarded Justice Reinvestment (JRI) grant to continue our Pretrial Program and expanded Short-Term Transitional Leave (STTL) and Clackamas Substance Abuse Program (CSAP)

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Performance	FY 21-22 Target
Program: Residential Treatment and Counseling Program	By 2023, 40% of residential clients who have successfully completed the CSAP will not get arrested on a new alcohol or drug charge within one year of completion		NEW	40%	91%	40%
Program: Director's Office	By 2022, there will be no overdose deaths among Community Corrections clients		NEW	0	3	1
**LOB: Reintegration	By 2023, there will be a 20% reduction in new criminal convictions of parole and probation clients within a year following the end of their supervision		NEW	NEW	0.65% increase	10% reduction
LOB: Community Coordination	By 2022 80% of clients assigned to appropriate supervising officer within 48 hours		NEW	80%	96%	80%

Program Profiles: FY 21-22 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Community Coordination	Office of the Director	\$3,217,059	47%	52%	Community Corrections	87%	Annual Measure Q1 = 0 Overdose Deaths Meeting Target
	Employee Dev & Training	\$48,500	43%	57%	Community Corrections	85%	Annual Measure Not yet collecting
	Operational Support	\$734,415	31%	69%	Community Corrections	85%	No data
Reintegration	Community Service	\$575,713	50%	15%	Local Cities/Housing Authority/WES/Vector Control/VA/State Parks	82%	No data
	Parole & Probation Supervision	\$6,706,370	27%	62%	Community Corrections	73%	Q1-Q2 = 0.65% Increase 21-22 target-10% reduction Improve
	Pretrial Services	\$1,166,622	0%	100%	None	67%	No data
	Residential Treatment & Counseling	\$6,065,179	20%	80%	Community Corrections	61%	Q1-Q2 = 86% Goal 40%-Exceeds
	Victim Services	\$140,064	79%	21%	Community Corrections	95%	No data

Department Summary by Fund

Community Corrections (22)



Department Budget Summary by Fund

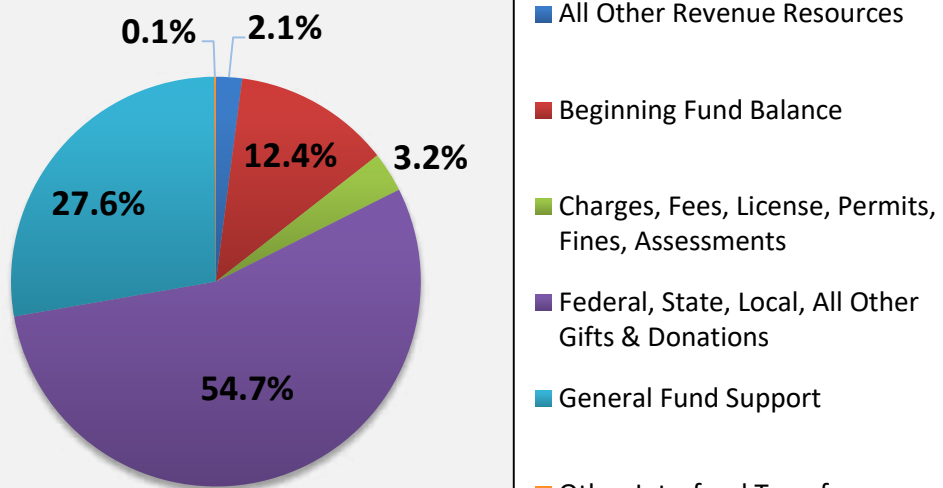
<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog#</i>	FTE	General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**
Coordination						
Director's Office	220101	14.0	3,217,059		3,217,059	1,497,986
Employee Development & Training	220102	0.0	48,500		48,500	-
Operational Support Services	220103	7.0	734,415		734,415	229,836
Reintegration						
Community Service	220202	4.0	575,713		575,713	290,706
Parole & Probation Supervision	220203	33.0	6,706,370		6,706,370	1,827,483
Pretrial Services	220204	5.0	1,166,622		1,166,622	-
Residential Treatment & Counseling	220205	32.0	6,065,179		6,065,179	1,187,769
Victim Services	220206	1.0	140,064		140,064	110,467
					-	
TOTAL		96.0	18,653,922	-	18,653,922	5,144,247
FY 21-22 Budget		96.0	17,656,064	204,448	17,860,512	4,848,763
\$ Increase (Decrease)		0.0	997,858	-204,448	793,410	295,484
% Increase (Decrease)		0.0%	5.7%	-100.0%	4.4%	6.1%

* FY21-22 ARPA revenue of \$204,448 offset by same amount in Personnel Services expense category.

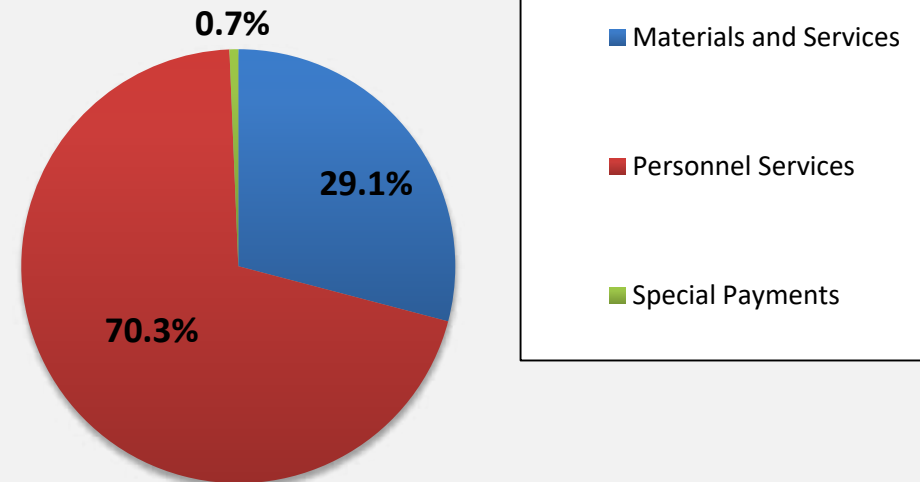
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY22-23 Revenue and Expense

Revenues



Expenses



Summary of Revenue & Expenses

Community Corrections (22)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	4,000,825	2,433,927	1,790,483	2,284,523	2,309,395	518,912	29.0%
Federal, State, Local, All Other Gifts & Donations*	9,796,473	9,873,023	10,095,152	10,403,310	10,198,863	103,711	1.0%
Charges, Fees, License, Permits, Fines, Assessments	907,911	1,277,862	1,022,750	768,416	590,500	(432,250)	-42.3%
Revenue from Bonds & Other Debts	1,891	1,508	-	-	-	-	-
All Other Revenue Resources	94,391	51,935	41,350	40,300	383,365	342,015	827.1%
Other Interfund Transfers			62,014	13,052	27,552	(34,462)	-55.6%
General Fund Support	4,068,249	4,402,137	4,848,763	4,848,763	5,144,247	295,484	6.1%
Operating Revenue	14,868,915	15,606,465	16,070,029	16,073,841	16,344,527	274,498	1.7%
Total Revenue	18,869,740	18,040,392	17,860,512	18,358,364	18,653,922	793,410	4.4%
Personnel Services*	11,882,835	11,603,574	12,681,674	11,875,712	13,105,198	423,524	3.3%
Materials and Services	4,424,224	3,971,106	5,054,709	4,051,158	5,426,624	371,915	7.4%
Capital Outlay	9,942	9,030	5,844	-	-	(5,844)	-100.0%
Operating Expenditure	16,317,001	15,583,710	17,742,227	15,926,870	18,531,822	789,595	4.5%
Special Payments	118,813	172,157	118,285	122,100	122,100	3,815	3.2%
Total Expense	16,435,814	15,755,867	17,860,512	16,048,970	18,653,922	793,410	4.4%
Ending Fund Balance Restricted	-	-		2,309,395			
Revenue Less Expense**	2,433,926	2,284,523	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	106.0	98.0	96.0	96.0	96.0	0.0	0%

*FY21-22 ARPA revenue of \$204,448 offset by same amount in Personnel Services expense category.

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

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
<ul style="list-style-type: none">• The FY21-22 approved budget from the Governor for Community Corrections was flat due to the reduction in the number of adults on state-funded probation & parole.• The pandemic effects on the criminal justice system, and Ballot Measure 110 decriminalizing the possession of controlled substances have caused a significant reduction in the number of adults on state-funded probation & parole.	<ul style="list-style-type: none">• Several State funded FTE remain vacant to accommodate a potential reduction in State funding for the FY23-24 biennium and/or a potential increase in adults on probation and parole
<ul style="list-style-type: none">• During the 2021 Legislative session, Senate Bill 620 repealed ORS 423.570, thus eliminating the collections of supervision fees from adults on probation and parole.	<ul style="list-style-type: none">• Reduced revenue

The logo for Clackamas County features a stylized mountain peak in a teal color. A white, curved shape, resembling a stylized 'C' or a path, is positioned in front of the mountain, partially obscuring its base.

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CLACKAMAS
COUNTY



Community Corrections (22)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog#</i>	FTE	General Fund 100	ARPA Fund 230	Total Budget	General Fund Support in Budget**
Coordination						
Director's Office	220101	14.0	3,217,059		3,217,059	1,497,986
Employee Development & Training	220102	0.0	48,500		48,500	-
Operational Support Services	220103	7.0	734,415		734,415	229,836
Reintegration						
Community Service	220202	4.0	575,713		575,713	290,706
Parole & Probation Supervision	220203	33.0	6,706,370		6,706,370	1,827,483
Pretrial Services	220204	5.0	1,166,622		1,166,622	-
Residential Treatment & Counseling	220205	32.0	6,065,179		6,065,179	1,187,769
Victim Services	220206	1.0	140,064		140,064	110,467
					-	
TOTAL		96.0	18,653,922	-	18,653,922	5,144,247
FY 21-22 Budget						
		96.0	17,656,064	204,448	17,860,512	4,848,763
\$ Increase (Decrease)		0.0	997,858	-204,448	793,410	295,484
% Increase (Decrease)		0.0%	5.7%	-100.0%	4.4%	6.1%

* FY21-22 ARPA revenue of \$204,448 offset by same amount in Personnel Services expense category.

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



Community Corrections (22)

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.

Community Corrections (22)	
Captain Malcolm McDonald - Director	
FTE 96	
Total Budget	\$18,653,922
General Fund Support	\$ 5,144,247

Coordination Imdieke/Kuklenski Total Budget \$3,999,974 Gen Fund \$ 1,727,822	Reintegration Imdieke/Kuklenski Total Budget \$14,653,948 Gen Fund \$ 3,416,425
Director's Office Imdieke/Kuklenski FTE 14.0 Total Budget \$3,217,059 Gen Fund \$ 1,497,986	Community Service Brian Imdieke FTE 4.0 Total Budget \$575,713 Gen Fund \$ 290,706
Operational Support Services Kelly Kuklenski FTE 7.0 Total Budget \$734,415 Gen Fund \$ 229,836	Parole & Probation Supervision Kelly Kuklenski FTE 33.0 Total Budget \$6,706,370 Gen Fund \$ 1,827,483
Employee Development & Training Imdieke/Kuklenski FTE 0 Total Budget \$48,500 Gen Fund \$ -	Pretrial Services Brian Imdieke FTE 5.0 Total Budget \$1,166,622 Gen Fund \$ -
	Residential Treatment & Counseling Brian Imdieke FTE 32.0 Total Budget \$6,065,179 Gen Fund \$ 1,187,769
	Victim Services Kelly Kuklenski FTE 1.0 Total Budget \$140,064 Gen Fund \$ 110,467



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 proposes a \$3,217,059 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

		FY19-20 Actual	FY20-21 Actual	FY21-22 Target	FY21-22 Actuals as of 12/31/21	FY22-23 Target
Strategic Result	Community Corrections will have a department-wide shared database that allows programs to update client information in real time	New	New	New	New	
Strategic Result	There will be no overdose deaths among Community Corrections clients	New	New	0	3	0
Strategic Result	The department will create a communication plan that will provide Clackamas County residents, state and county agencies, and Community Corrections clients with a clear understanding of services provided and consistent updates on departmental progress and outcomes	New	New	New	New	
Strategic Result	Community Corrections will have a data sharing agreement in place to share specific information about clients with departments that are relevant to the client's success	New	New	New	25%	
Result	% employee performance reviews submitted on time	New	New	New	66%	
Output	# State level committee and hearing representations	New	New	New	18	

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.



Coordination

Office of the Director

Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year End	FY22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,030,073	812,664	478,043	438,938	398,012	(80,031)	-16.7%
Federal, State, Local, All Other Gifts & Donations	1,178,715	1,178,715	1,191,260	1,296,855	1,284,310	93,050	7.8%
Charges, Fees, License, Permits, Fines, Assessments	3,728	-	-	-	-	-	-
All Other Revenue Resources	51,090	40,253	35,000	36,750	36,751	1,751	5.0%
Other Interfund Transfers	809,927	871,106	-	-	-	-	0%
General Fund Support	-	-	1,380,987	1,471,610	1,497,986	116,999	8.5%
Operating Revenue	2,043,460	2,090,074	2,607,247	2,805,215	2,819,047	211,800	8.1%
Total Revenue	3,073,533	2,902,738	3,085,290	3,244,153	3,217,059	131,769	4.3%
Personnel Services	1,831,849	2,047,970	2,392,854	2,118,321	2,490,184	97,330	4.1%
Materials & Services	429,020	457,280	692,436	727,820	726,875	34,439	5.0%
Operating Expense	2,260,869	2,505,250	3,085,290	2,846,141	3,217,059	131,769	4.3%
Total Expense	2,260,869	2,505,250	3,085,290	2,846,141	3,217,059	131,769	4.3%
Ending Fund Balance - Restricted				398,012			
Revenues Less Expenses	812,664	397,488	-	-	-	-	

Significant Issues and Changes

* Presentation changes are the result of the new county-wide chart of account implementation.

The pandemic effects on the criminal justice system and Ballot Measure 110 decriminalizing the possession of controlled substances have caused a significant reduction in the number of adults on state-funded probation and parole. This reduction in population resulted in a zero increase in funding for this biennium. Should the population continue to decline, the 2023 biennium could be negatively impacted.

During the 2021 Legislative session, Senate Bill 620 repealed ORS 423.570, thus eliminating the collections of supervision fees from Adults on probation and parole. These fees amounted to upwards of \$600,000.00 in revenue to Community Corrections.



Coordination

Employee Development & Training

Purpose Statement

The purpose of the Employee Development and Training Program is to provide staff safety, 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 proposes a \$48,500 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

		FY19-20 Actual	FY20-21 Actual	FY21-22 Target	FY21-22 Actuals as of 12/31/21	FY22-23 Target
Strategic Result	85% of managers and supervisors score High or Very High in an annual survey of the Standard Interview of Evidence Use	New	New	New	New	85%
Strategic Result	80% of employees surveyed annually will report they work in an environment that prioritizes workplace trauma support and education	New	New	New	New	80%
Result	% training participants who demonstrate knowledge gain based on pre-test/post-test results	New	New	New	New	
Result	% sworn employees who exceeded the statewide standard for training hours	New	New	New	41%	
Output	# hours of evidence-based practice training provided				8.00	
Output	# peer support contacts provided				154	

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.



Coordination

Employee Development & Training

Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year End	FY22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	2,892	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	112,494	34,375	19,836	20,948	20,948	1,112	5.6%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Other Interfund Transfers	20,025	5,312	12,739	13,052	27,552	14,813	116.3%
General Fund Support	-	-	-	-	-	-	0%
Operating Revenue	132,519	39,687	32,575	34,000	48,500	15,925	48.9%
Total Revenue	132,519	42,579	32,575	34,000	48,500	15,925	48.9%
Personnel Services	92,432	49,193	-	-	-	-	-
Materials & Services	37,196	15,699	32,575	34,000	48,500	15,925	48.9%
Capital Outlay	-	(924)	-	-	-	-	-
Operating Expense	129,628	63,968	32,575	34,000	48,500	15,925	48.9%
Total Expense	129,628	63,968	32,575	34,000	48,500	15,925	48.9%
Revenues Less Expenses	2,891	(21,389)	-	-	-	-	

Significant Issues and Changes



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 Community Corrections so they have the resources they need to appropriately supervise and assist clients in prosocial community reintegration.

Performance Narrative Statement

The Operational Support Services program proposes a \$734,415 operating budget. These resources will provide FTE to intake and assign over 1,200 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 3,900 unique individuals on community supervision, ensuring warrants and violations are processed along with accurately discharging individuals from community supervision.

Key Performance Measures

		FY19-20 Actual	FY20-21 Actual	FY21-22 Target	FY21-22 Actuals as of 12/31/21	FY22-23 Target
Result	% clients appropriately and accurately assigned to services within 48 hours	New	New	New	97%	
Output	# new assignments processed	New	New	New	1271	

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.



Coordination

Operational Support Services

Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year End	FY22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	21,451	62,732	-	-	80,629	80,629	-
Federal, State, Local, All Other Gifts & Donations	400,733	380,007	406,551	450,494	423,950	17,399	4.3%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Other Interfund Transfers	339,343	303,351	-	-	-	-	-
General Fund Support	-	-	303,228	389,929	229,836	(73,392)	-24.2%
Operating Revenue	740,076	683,358	709,779	840,423	653,786	(55,993)	-7.9%
Total Revenue	761,527	746,090	709,779	840,423	734,415	24,636	3.5%
Personnel Services	576,359	552,246	615,346	680,185	645,172	29,826	4.8%
Materials & Services	122,346	113,215	94,433	79,609	89,243	(5,190)	-5.5%
Operating Expense	698,705	665,461	709,779	759,794	734,415	24,636	3.5%
Total Expense	698,705	665,461	709,779	759,794	734,415	24,636	3.5%
Ending Fund Balance - Restricted				80,629			
Revenues Less Expenses	62,822	80,629	-	-	-	-	
Significant Issues and Changes							



Reintegration Community Service

Purpose Statement

The purpose of the Community Service Program is to provide sentencing alternative services to justice-involved individuals so they can be accountable for their offense, while remaining in their community and providing cost-effective labor to local municipal partners.

Performance Narrative Statement

The Community Service program proposes a \$575,713 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. Community Service program was shut down due to the COVID pandemic from Mar - Nov 2020.

Key Performance Measures

		FY19-20 Actual	FY20-21 Actual	FY21-22 Target	FY21-22 Actuals as of 12/31/21	FY22-23 Target
Output	# community service hours provided	New	New	New	11168	
Result	% community service clients attending orientation that successfully complete their hours	New	New	New	58%	
Result	# Clackamas County jail bed days not used because client was assigned to or opted for Community Service	New	New	New	696	
Result	% out-of-custody sanctions who are eligible for community service that receive sanctions in lieu of jail time	New	New	New	12%	

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.



Reintegration

Community Service

Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year End	FY22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	71,200	59,919	63,000	85,007	25,088	41.9%
Federal, State, Local, All Other Gifts & Donations	-	-	12,212	12,212	-	(12,212)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	225,803	219,348	164,250	200,000	200,000	35,750	21.8%
Revenue From Bonds & Other Debts	1,891	-	-	-	-	-	-
Other Interfund Transfers	342,235	263,046	-	-	-	-	-
General Fund Support	-	-	307,200	398,351	290,706	(16,494)	-5.4%
Operating Revenue	569,929	482,394	483,662	610,563	490,706	7,044	1.5%
Total Revenue	569,929	553,594	543,581	673,563	575,713	32,132	5.9%
Personnel Services	410,905	372,602	451,996	493,429	481,637	29,641	6.6%
Materials & Services	87,824	95,986	91,585	95,127	94,076	2,491	2.7%
Operating Expense	498,729	468,588	543,581	588,556	575,713	32,132	5.9%
Total Expense	498,729	468,588	543,581	588,556	575,713	32,132	5.9%
Ending Fund Balance - Restricted				85,007			
Revenues Less Expenses	71,200	85,006	-	-	-	-	

Significant Issues and Changes

The Community Services program continues to be impacted by the reduction in the number of individuals eligible for the program due to the effects the pandemic has had on the Criminal Justice System and Ballot Measure 110 decriminalizing the possession of controlled substances.



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 remain in the community without an increased threat to public safety.

Performance Narrative Statement

The Parole & Probation program proposes a \$6,706,370 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

		FY19-20 Actual	FY20-21 Actual	FY21-22 Target	FY21-22 Actuals as of 12/31/21	FY22-23 Target
Strategic Result	20% reduction in new criminal convictions of parole and probation clients within a year following the end of their supervision	New	New	New	25%	20%
Strategic Result	85% of Community Corrections clients in need of treatment (as determined by assessment or mental health practitioner referral) will be provided mental health services	New	New	New	New	85%
Strategic Result	5% increase in parole and probation clients who live in stable housing by the end of supervision	New	New	New	New	5%
Strategic Result	5% increase in Parole and Probation clients who are in the labor force and earning a livable wage by the end of supervision	New	New	New	New	5%
Result	% Parole and Probation clients evaluated and recommended for Substance Use Disorder treatment who complete substance abuse treatment by the end of supervision	New	New	New	New	
Result	80% of victims who are due restitution receive it	New	New	New	New	
Output	Client office visits					

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

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year End	FY22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	530,000	221,460	236,155	1,299,557	889,738	653,583	276.8%
Federal, State, Local, All Other Gifts & Donations	2,843,980	3,761,418	3,788,258	3,279,375	3,252,535	(535,723)	-14.1%
Charges, Fees, License, Permits, Fines, Assessments	551,059	922,044	810,500	568,416	390,500	(420,000)	-51.8%
All Other Revenue Resources	32,602	11,671	5,850	3,050	346,114	340,264	5816.5%
Other Interfund Transfers	1,187,955	1,594,425	-	-	-	-	-
General Fund Support	-	-	1,589,522	1,229,834	1,827,483	237,961	15.0%
Operating Revenue	4,615,596	6,289,558	6,194,130	5,080,675	5,816,632	(377,498)	-6.1%
Total Revenue	5,145,596	6,511,018	6,430,285	6,380,232	6,706,370	276,085	4.3%
Personnel Services	3,893,845	3,903,978	4,727,666	4,215,595	4,992,876	265,210	5.6%
Materials & Services	1,020,350	1,715,270	1,696,775	1,274,899	1,713,494	16,719	1.0%
Capital Outlay	9,942	2,032	5,844	-	-	(5,844)	-100.0%
Operating Expense	4,924,137	5,621,280	6,430,285	5,490,494	6,706,370	276,085	4.3%
Total Expense	4,924,137	5,621,280	6,430,285	5,490,494	6,706,370	276,085	4.3%
Ending Fund Balance - Restricted				889,738			
Revenues Less Expenses	221,459	889,738	-	-	-	-	

Significant Issues and Changes

* Presentation changes are the result of the new county-wide chart of account implementation.

The pandemic effects on the criminal justice system and Ballot Measure 110 decriminalizing the possession of controlled substances have caused a significant reduction in the number of adults on state-funded probation and parole. This reduction in population resulted in a zero increase in funding for this biennium. Should the population continue to decline, the 2023 biennium could be negatively impacted.

During the 2021 Legislative session, Senate Bill 620 repealed ORS 423.570, thus eliminating the collections of supervision fees from Adults on probation and parole. These fees amounted to upwards of \$600,000.00 in revenue to Community Corrections.



Reintegration Pretrial Services

Purpose Statement

The purpose of the Pretrial Services Program is to provide court-appointed monitoring services to defendants who are deemed eligible through evidence-based risk assessment and judicial review so they can return to their homes and communities in a manner that enhances community safety, thus freeing jail resources to focus on highest risk adults in custody.

Performance Narrative Statement

The Pretrial Services program proposes a \$1,166,622 operating budget. These resources will provide FTE at Pretrial Services to conduct pretrial assessments and monitoring.

Key Performance Measures

		FY19-20 Actual	FY20-21 Actual	FY21-22 Target	FY21-22 Actuals as of 12/31/21	FY22-23 Target
Result	% defendants who are not charged with a new offense during the pretrial stage	New	New	New	87%	
Result	% adults in custody at Clackamas County Jail who were classified as forced releases (monthly average)	New	New	New	12%	
Result	% defendants who make all scheduled court appearances	New	New	New	69%	
Output	# pretrial assessments completed	New	New	New	1056	

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 was awarded for FY2021-2023 biennium to fund Pretrial program through December 2023.



Reintegration

Pretrial Services

Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year End	FY22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,556,183	721,196	294,034	262,888	536,743	242,709	82.5%
Federal, State, Local, All Other Gifts & Donations	1,191,657	666,529	683,228	646,578	629,879	(53,349)	-7.8%
All Other Revenue Resources	-	10	-	-	-	-	-
Other Interfund Transfers	193,788	325,348	-	-	-	-	-
General Fund Support	-	-	-	530,417	-	-	-
Operating Revenue	1,385,445	991,887	683,228	1,176,995	629,879	(53,349)	-7.8%
Total Revenue	2,941,628	1,713,083	977,262	1,439,883	1,166,622	189,360	19.4%
Personnel Services	1,277,769	1,015,622	664,122	595,268	529,181	(134,941)	-20.3%
Materials & Services	942,664	160,718	313,140	307,872	637,441	324,301	103.6%
Operating Expense	2,220,433	1,176,340	977,262	903,140	1,166,622	189,360	19.4%
Total Expense	2,220,433	1,176,340	977,262	903,140	1,166,622	189,360	19.4%
Ending Fund Balance - Restricted				536,743			
Revenues Less Expenses	721,195	536,743	-	-	-	-	
Significant Issues and Changes							



Reintegration

Residential Treatment & Counseling

Purpose Statement

The purpose of the Residential Treatment and Counseling Program is to provide guidance, treatment, employment & housing services to clients so they can achieve sustainable, long-term recovery and psychological well-being.

Performance Narrative Statement

The Residential Treatment & Counseling program proposes a \$5,943,079 operating budget. These resources will allow FTE to operate 62 Clackamas Substance Abuse Program (CSAP) treatment beds, 10 Short-Term Transitional Leave (STTL) beds, and 10 Transition beds. The program provides aftercare treatment and support services for CSAP clients when they transition from a treatment bed to supportive housing. Due to the COVID pandemic from Mar-Nov 2020 capacity has been reduced to one building and a maximum of 40 clients (30 men, and 10 women).

Key Performance Measures

		FY19-20 Actual	FY20-21 Actual	FY21-22 Target	FY21-22 Actuals as of 12/31/21	FY22-23 Target
Strategic Result	40% of residential clients who have successfully completed the CSAP will not get arrested on a new alcohol or drug charge within one year of completion	New	New	New	91%	40%
Result	% people enrolled in CSAP who successfully completed the program	New	New	New	69%	
Output	# men in Residential Treatment	New	New	New	28	
Output	# women in Residential Treatment	New	New	New	18	

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 was awarded for FY2021-2023 biennium to fund Short Term Transitional Leave (STTL) and the continued Clackamas Substance Abuse Program (CSAP) expansion through December 2023. BJA grant to develop diversion strategies that target incarcerated individuals eligible for early release from custody to treatment, and individuals on probation re-entering the community.



Reintegration

Residential Treatment & Counseling

Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year End	FY22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	863,118	539,233	722,332	220,140	319,266	(403,066)	-55.8%
Federal, State, Local, All Other Gifts & Donations	4,040,867	3,823,952	3,965,780	4,667,251	4,557,644	591,864	14.9%
Charges, Fees, License, Permits, Fines, Assessments	127,321	136,469	48,000	-	-	(48,000)	-100.0%
Revenue from Bonds & Other Debts	-	1,508	-	-	-	-	-
All Other Revenue Resources	10,699	-	500	500	500	-	-
Other Interfund Transfers	1,081,964	940,017	49,275	-	-	(49,275)	-100.0%
General Fund Support	-	-	1,164,467	718,398	1,187,769	23,302	2.0%
Operating Revenue	5,260,851	4,901,946	5,228,022	5,386,149	5,745,913	517,891	9.9%
Total Revenue	6,123,969	5,441,179	5,950,354	5,606,289	6,065,179	114,825	1.9%
Personnel Services	3,691,007	3,539,754	3,703,976	3,639,434	3,832,563	128,587	3.5%
Materials & Services	1,775,004	1,403,470	2,128,093	1,525,490	2,110,516	(17,577)	-0.8%
Capital Outlay	-	7,922	-	-	-	-	-
Operating Expense	5,466,011	4,951,146	5,832,069	5,164,924	5,943,079	111,010	1.9%
Special Payments	118,813	172,157	118,285	122,100	122,100	3,815	3.2%
Total Expense	5,584,824	5,123,303	5,950,354	5,287,024	6,065,179	114,825	1.9%
Ending Fund Balance - Restricted				319,265			
Revenues Less Expenses	539,145	317,876	-	-	-	-	

Significant Issues and Changes

* Presentation changes are the result of the new county-wide chart of account implementation.

The pandemic effects on the criminal justice system and Ballot Measure 110 decriminalizing the possession of controlled substances have caused a significant reduction in the number of adults on state-funded probation and parole. This reduction in population resulted in a zero increase in funding for this biennium. Should the population continue to decline, the 2023 biennium could be negatively impacted.

During the 2021 Legislative session, Senate Bill 620 repealed ORS 423.570, thus eliminating the collections of supervision fees from Adults on probation and parole. These fees amounted to upwards of \$600,000.00 in revenue to Community Corrections.



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 proposes a \$140,064 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

		FY19-20 Actual	FY20-21 Actual	FY21-22 Target	FY21-22 Actuals as of 12/31/21	FY22-23 Target
Result	% victims who are given information on resources that are available and how to access them	New	New	New	98%	
Result	% domestic violence victims who need domestic violence resources due to intimate partner violence, stalking, or sexual assault and are given a referral to the Family Justice Center	New	New	New	51%	
Result	% domestic violence victims that use Victim Services and request a no contact order modification who subsequently complete a safety plan	New	New	New	100%	
Output	# safety plans created	New	New	New	769	

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.



Reintegration

Victim Services

Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year End	FY22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	2,550	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	28,027	28,027	28,027	29,597	29,597	1,570	5.6%
Other Interfund Transfers	93,012	99,533	-	-	-	-	-
General Fund Support	-	-	103,359	110,224	110,467	7,108	6.9%
Operating Revenue	121,039	127,560	131,386	139,821	140,064	8,678	6.6%
Total Revenue	121,039	130,110	131,386	139,821	140,064	8,678	6.6%
Personnel Services	108,669	122,210	125,714	133,480	133,585	7,871	6.3%
Materials & Services	9,820	9,468	5,672	6,341	6,479	807	14.2%
Operating Expense	118,489	131,678	131,386	139,821	140,064	8,678	6.6%
Total Expense	118,489	131,678	131,386	139,821	140,064	8,678	6.6%
Revenues Less Expenses	2,550	(1,568)	-	-	-	-	
Significant Issues and Changes							



JUSTICE COURT

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Criminal Division	The court is fully open for business in person.
	The court allows telephonic hearings for the convenience of the public.
	The court completed a job classification review and implemented a classification series for Justice Court positions that more accurately describes the current work of staff.
Civil Division	The court created small claims instructions and court forms that are available on the court website making the forms accessible to the public. The forms can be auto-filled online, printed and filed with the court.

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure		FY 19-20 Actual	FY 20-21 Target	FY 21-22 Projected Performance	FY 22-23 Target
Criminal Division	By 2022, 65% of cited persons will be able to enter a plea in person, by telephone, by mail or online in a violation case within 30 days of the first appearance date in order to promote public access to justice.		N/A	65%	63%	65%
Civil Division	By 2022, 90% of professionals will have access to the court's secure software in order to electronically file small claims, civil and landlord/tenant cases for efficiency and cost savings to the public.		N/A	90%	100%	100%
	By 2025, 100% of standard small claims, civil and landlord/tenant forms along with annual updates will be accessible in a PDF fillable format on the court's website to improve accuracy, efficiency and convenience to the public through the availability of online forms.		N/A	N/A	N/A	N/A

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
2501	Criminal Division	\$4,558,000	95%	5%	n/a	100%	100% meet
2502	Civil Division	\$95,000	5%	0%	n/a	100%	100% meet



Department Summary by Fund

Justice Court (25)

Department Budget Summary by Fund

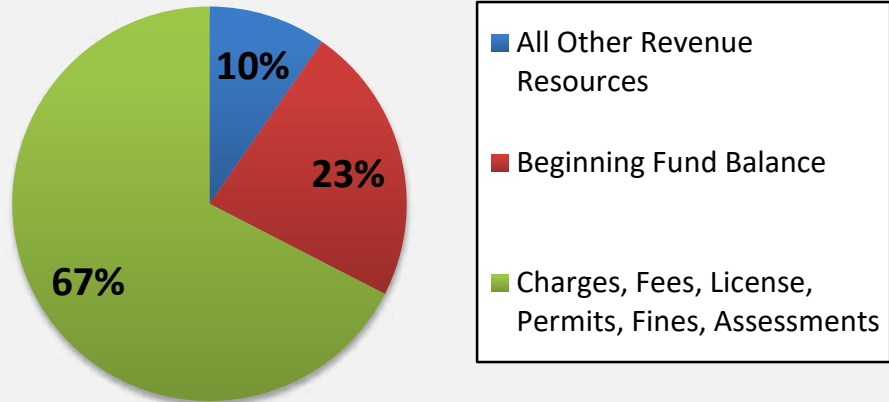
<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
			General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**
<i>Program</i>	<i>Prog #</i>	FTE				
Justice court						
Criminal Division	250101	6.5	4,558,000	-	4,558,000	-
Civil Division	250102	0.5	95,000	-	95,000	-
TOTAL		7.0	4,653,000	-	4,653,000	
FY 21/22 Budget		7.0	3,342,309	9,063	3,351,372	
\$ Increase (Decrease)		0.0	1,310,691	(9,063)	1,301,628	
% Increase (Decrease)		0.0%	39.2%	-100.0%	38.8%	

* FY21-22 ARPA revenue of \$9,063 offset by the same amount in Personnel Services expense category.

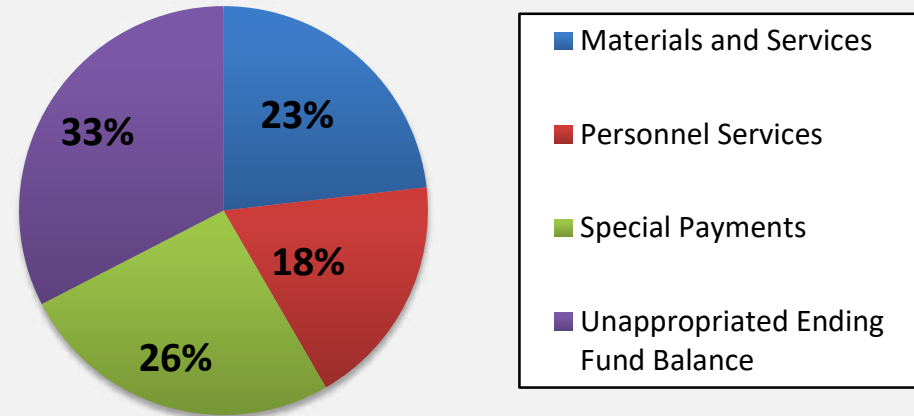
** General Fund support is the subsidy, net of any other revenue received by the department.

FY 22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Justice Court (25)

	FY 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	2,389,710	1,992,060	-	631,900	1,065,000	1,065,000	-
Federal, State, Local, All Other Gifts & Donations*	21,104	6,857	9,063	9,063	-	(9,063)	-100%
Charges, Fees, License, Permits, Fines, Assessments	3,349,944	2,686,443	3,058,968	3,053,779	3,138,000	79,032	3%
All Other Revenue Resources	466,446	497,021	283,341	432,820	450,000	166,659	59%
Operating Revenue	3,837,494	3,190,321	3,351,372	3,495,662	3,588,000	236,628	7%
Total Revenue	6,227,204	5,182,381	3,351,372	4,127,562	4,653,000	1,301,628	39%
Personnel Services*	642,735	645,471	846,597	721,798	858,999	12,402	1%
Materials and Services	774,880	845,692	1,204,775	1,060,480	1,078,760	(126,015)	-10%
Operating Expense	1,417,615	1,491,163	2,051,372	1,782,278	1,937,759	(113,613)	-6%
Special Payments	1,158,538	751,268	1,300,000	1,100,000	1,200,000	(100,000)	-8%
Transfers	1,658,991	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	1,515,241	1,515,241	-
Total Expense	4,235,144	2,242,431	3,351,372	2,882,278	4,653,000	1,301,628	39%
Ending Fund Balance - Restricted		631,900		1,065,000			
Ending Fund Balance - Unrestricted		2,308,050		180,284			
Revenues Less Expenses**	1,992,060	-	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	8.0	7.0	7.0	7.0	7.0	-	

*FY21-22 ARPA revenue funding of offset by \$9,063 in Personnel Services expense category.

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
<p>Criminal Division</p> <p>With an improved job market, people are employed and able to pay violation fines.</p>	<p>Increase in Revenue</p>
<p>Civil Division</p> <p>The court will be working through the backlog of eviction cases through 2022 due to Oregon Law that mandated delayed filing of cases or required the court to move the first appearance court date to October 2022 to allow time to process rental assistance applications.</p>	<p>Additional staff and court time will be used to monitor the status of eviction cases</p>

End of Presentation



Justice Court (25)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog #</i>	FTE	General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**
Justice court						
Criminal Division	250101	6.5	4,558,000	-	4,558,000	-
Civil Division	250102	0.5	95,000	-	95,000	-
TOTAL		7.0	4,653,000	-	4,653,000	
FY 21/22 Budget		7.0	3,342,309	9,063	3,351,372	
\$ Increase (Decrease)		0.0	1,310,691	(9,063)	1,301,628	
% Increase (Decrease)		0.0%	39.2%	-100.0%	38.8%	

* FY21-22 ARPA revenue of \$9,063 offset by the same amount in Personnel Services expense category.

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

Justice Court (25)



Department Mission

The Mission of the Justice Court is to provide access to justice services so the public can resolve violations, small claims, civil and landlord/tenant cases in a local court within Clackamas County.

Justice Court (25)

Honorable Karen Brisbin, Justice of the Peace

FTE 7.0

Total Budget \$4,653,000

General Fund Support \$ -

Justice Court

Laura Anderson

Total Budget

\$4,653,000

Gen Fund \$ -

Criminal Division

Laura Anderson-MGR

FTE 6.5

Total Budget

\$4,558,000

Gen Fund \$ -

Civil Division

Laura Anderson-MGR

FTE .5

Total Budget

\$95,000

Gen Fund \$ -



Justice Court

Criminal Division

Performance Narrative Statement

The purpose of the Criminal Division program is to provide access to judicial services by offering multiple options for the resolution of a violation so the public can comply with Oregon law.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Result	65% of cited persons will be able to enter a plea in person, by telephone, by mail or online within 30 days of the first appearance date in order to promote public access to justice.	N/A	N/A	65%	63%	65%

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



Justice Court

Criminal Division

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	2,389,710	1,992,060	-	631,900	1,065,000	1,065,000	-
Federal, State, Local, All Other Gifts & Donations	21,104	6,857	9,063	9,063	-	(9,063)	-
Charges, Fees, License, Permits, Fines, Assessments	3,349,944	2,686,443	3,012,832	2,968,779	3,043,000	30,168	1%
All Other Revenue Resources	466,446	497,021	283,341	432,820	450,000	166,659	59%
Operating Revenue	3,837,494	3,190,321	3,305,236	3,410,662	3,493,000	187,764	6%
						-	
Total Revenue	6,227,204	5,182,381	3,305,236	4,042,562	4,558,000	1,252,764	38%
						-	
Personnel Services	642,735	645,471	800,461	675,663	794,361	(6,100)	-1%
Materials & Services	774,880	845,692	1,204,775	1,060,480	1,078,760	(126,015)	-10%
Operating Expense	1,417,615	1,491,163	2,005,236	1,736,143	1,873,121	(132,115)	-7%
						-	
Special Payments	1,158,538	751,268	1,300,000	1,100,000	1,200,000	(100,000)	-8%
Transfers	1,658,991	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	1,484,879	1,484,879	-
						-	
Total Expense	4,235,144	2,242,431	3,305,236	2,836,143	4,558,000	1,252,764	38%
Ending Fund Balance - Restricted		631,900		1,065,000		-	-
Ending Fund Balance - Unrestricted		2,308,050		141,419		-	-
Revenue Less Expense	1,992,060	-	-	-	-	-	-
Significant Issues and Changes							



Justice Court

Civil Division

Performance Narrative Statement

The purpose of the Civil Division program is to provide access to judicial services for the resolution of small claims, civil and landlord/tenant cases by the public at a reasonable cost.

		Key Performance Measures				
		FY19-20 Actual	FY20-21 Actual	FY21-22 Target	FY21-22 Projected Performance	FY22-23 Target
Result	100% of standard small claims, civil and landlord/tenant forms along with annual updates will be accessible in a PDF fillable format on the court's website to improve accuracy, efficiency and convenience to the public through the availability of online forms.	N/A	90%	90%	100%	100%
Result	90% of professionals will have access to the court's secure software in order to electronically file small claims, civil and landlord/tenant cases for efficiency and cost savings to the public.	N/A	90%	N/A	N/A	N/A

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation



Justice Department

Civil Division

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges, Fees, License, Permits, Fines, Assessments	-	-	46,136	85,000	95,000	48,864	105.9%
Operating Revenue	-	-	46,136	85,000	95,000	48,864	105.9%
Total Revenue	-	-	46,136	85,000	95,000	48,864	105.9%
Personnel Services	-	-	46,136	46,136	64,638	18,502	40.1%
Operating Expense	-	-	46,136	46,136	64,638	18,502	40.1%
Unappropriated Ending Fund Balance	-	-	-	-	30,362	30,362	-
Total Expense	-	-	46,136	46,136	95,000	48,864	105.9%
Ending Fund Balance - Restricted							
Ending Fund Balance - Unrestricted				38,865			
Revenue Less Expense	-	-	-	-	-	-	-
Significant Issues and Changes							



District Attorney

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Pre-Charging Assistance	The on-call DDA, Chief, and DA Investigators deployed the major crimes team 32 times in response to homicides, officer involved shootings, suicides, vehicular homicide and other suspicious deaths, and responded to 3,451 calls from law enforcement outside of business hours.
Victim Assistance	Victim Advocates responded to 71 sexual assault (51) and domestic violence (20) victims in hospital providing immediate support, referrals to resources, and advocacy.
Policy, Performance & Partnerships	Actively participated in public safety discussions with the public, related partners, and legislators on proposed policy changes to address racism and social systemic inequities within the system while addressing crime, protecting vulnerable populations, and restoring crime victims and survivors.
	Implemented several initiatives to improve communication across stakeholder groups - designed trauma informed website, access to live court dockets, provided additional support and trainings to law enforcement re: navigating new issues related to decriminalization of drugs.

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure		FY 19-20 Actual	FY 20-21 Target	FY 21-22 Projected Performance	FY 22-23 Target
Victim Assistance	# of available victims notified of their rights within 5 days of arraignment		1,902	2,645	1,545	2900 (Est 10% Inc)
Family Support	Current Collections Total (Based on Fed FY Oct 1 - Sept 30)		18.8 M	17.9 M	17.9 M	17.4 M
Business Administration	Avg # of days between vacancy and hire date		171	90	90	60

Program Profiles: FY22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
District Attorney's Office	Business Administration	\$2,157,857	99.5%	0.5%	None	100%	TBD
	Office of the District Attorney	\$958,821	100%	0%	Fed & State	100%	TBD
	Policy, Performance, & Partnerships	\$458,425	100%	0%	None	100%	TBD
Family Support	Child Support Enforcement	\$2,076,626	19.4%	0%	Fed & State	100%	TBD
Justice & Public Safety	Adult & Juvenile Criminal Pros. & Case Resolution	\$3,645,948	100%	0%	Fed & State	100%	TBD
	Adult & Juvenile Criminal Pros. & Case Resolution Supp	\$2,597,988	91.1%	0%	Fed & State	100%	TBD
	Operational Development & Innovation	\$1,168,876	100%	0%	None	100%	TBD
	Post-Adjudication	\$787,897	100%	0%	Fed & State	100%	TBD
	Pre-Charging Assistance	\$1,310,485	100%	0%	Fed & State	100%	TBD
Victim & Support Services	Victim Assistance	\$2,063,379	33.8%	0%	Fed & State	74.8%	TBD

Department Summary by Fund



District Attorney (24)

Department Budget Summary by Fund

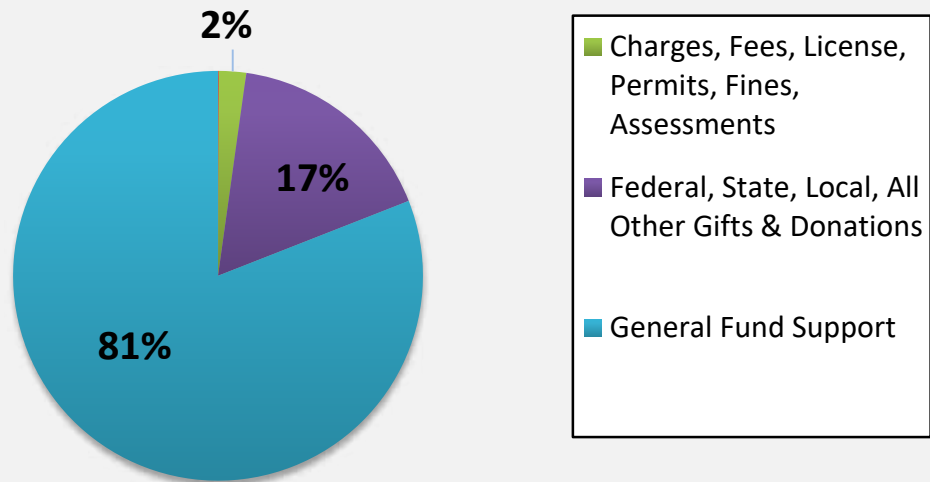
<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog#</i>	FTE	General Fund (100)	ARPA* (230)	Total Budget	General Fund Support in Budget**
District Attorney's Office						
Business Administration	240101	3.4	2,157,857		2,157,857	2,146,755
Office of the District Attorney	240102	7.7	958,821		958,821	958,821
Policy, Performance & Partnerships	240103	2.1	458,425		458,425	458,425
Family Support						
Child Support Enforcement	240202	13.4	2,076,626		2,076,626	403,694
Justice & Public Safety						
Adult & Juvenile Criminal Prosecution & Case Resolution	240302	16.1	3,645,948		3,645,948	3,645,948
Adult & Juvenile Criminal Prosecution & Case Resolution Support	240303	21.1	2,597,988		2,597,988	2,367,988
Operational Development & Innovation	240304	6.3	1,168,876		1,168,876	1,168,876
Post-Adjudication	240305	3.9	787,898		787,898	787,897
Pre-Charging Assistance	240306	5.9	1,310,485		1,310,485	1,310,485
Victim & Support Services						
Victim Assistance	240401	11.0	2,063,378		2,063,378	696,619
TOTAL		90.7	17,226,302		17,226,302	13,945,508
FY 21-22 Budget		90.7	15,522,769	228,548	15,751,317	11,993,100
\$ Increase (Decrease)		0.0	1,703,533	(228,548)	1,474,985	1,952,408
% Increase (Decrease)		-	11.0%	-100.0%	9.4%	16.3%

* FY21-22 ARPA revenue of \$228,548 offset by same amount in Personnel Services expense category.

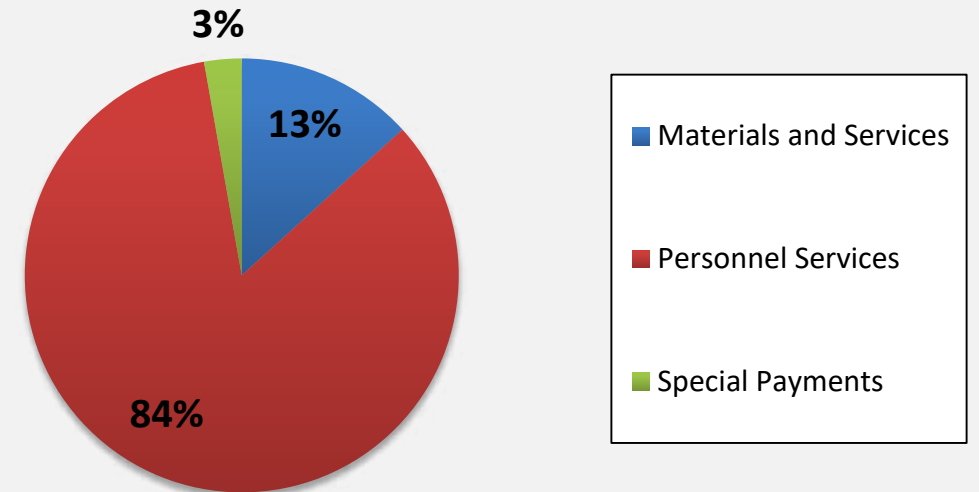
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY22-23 Revenue and Expense

Revenues



Expenses



Summary of Revenue & Expenses

District Attorney (24)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	64,072	606,553	361,800	11,102	11,102	(350,698)	-96.9%
Federal, State, Local, All Other Gifts & Donations*	2,786,841	2,560,708	3,080,419	3,220,806	2,899,661	(180,758)	-5.9%
Charges, Fees, License, Permits, Fines, Assessments	311,257	259,580	315,998	310,828	370,031	54,033	17.1%
All Other Revenue Resources	(16,862)	(7,282)	-	-	-	-	-
General Fund Support	11,276,855	11,262,091	11,993,100	11,993,100	13,945,508	1,952,408	16.3%
Operating Revenue	14,358,091	14,075,097	15,389,517	15,524,734	17,215,200	1,825,683	11.9%
Total Revenue	14,422,163	14,681,650	15,751,317	15,535,836	17,226,302	1,474,985	9.4%
Personnel Services*	11,333,381	12,337,814	13,200,447	12,978,342	14,459,977	1,259,530	9.5%
Materials and Services	1,982,229	1,907,550	2,070,370	2,076,994	2,285,825	215,455	10.4%
Operating Expenditure	13,315,610	14,245,364	15,270,817	15,055,336	16,745,802	1,474,985	9.7%
Special Payments	500,000	500,000	480,500	480,500	480,500	-	-
Transfers	-	19,000	-	-	-	-	-
Total Expense	13,815,610	14,764,364	15,751,317	15,535,836	17,226,302	1,474,985	9.4%
Revenue Less Expense**	606,553	-82,714	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	83.7	82.7	90.7	90.7	90.7	0.0	0%

* FY 21-22 ARPA revenue of \$228,548 offset by same amount in Personnel Services expense category.

** General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
<p>In 2021 the DA's office managed more issues related to subpar working conditions than ever before. The District Attorney's office was in four separate locations until last Fall when one of our locations, the Butler building, flooded several times due to plumbing failures causing significant disruption each time.</p> <p>The final failure left the building uninhabitable for the foreseeable future displacing the felony person crimes team and investigator for a total of 9 employees. We also lost 15 parking spaces in downtown OR City and were left scrambling for a solution.</p> <p>With the expectation of a new courthouse, the decision was made not to rent additional space, rather work with County Facilities to reimagine our existing space to maximize value. We are using a hybrid telework policy to accommodate employee overflow and new employees added as a result of right-sizing to meet workload demands.</p>	<p>Unnecessary stress added to employees, loss of efficiency, reduced services to crime victims due to more restricted access to victim advocates (building is barely ADA accessible, elevator is frequently out of service), loss of convenience and safety for employees who now must walk ½ mile to get to vehicles.</p>
<p>Complications of COVID 19 the pandemic made it more difficult to resolve cases which has resulted in a significant increase in workload. The court is granting multiple motions for continuance on each case creating duplicative work to prepare for trial, subpoena witnesses, and contact victims to then call off witnesses and inform victims of another continuance granted.</p> <p>In 2020-21 an average of 653 new cases were filed each month in 2020/21. However, the number of cases resolved by plea at Case Manager hearings have decreased by 25%. Pre-pandemic case resolution by plea at Case Manager hearings was 50%</p>	<p>Increased stress and potential for burnout, less attention devoted to each case, loss of justice to crime victims and the community, "victim/witness fatigue," increased overtime costs to law enforcement.</p> <p>Our caseload of open active cases has increased across all practice areas by a total of 50%.</p>

End of Presentation



District Attorney (24)

Department Mission

The Clackamas County District Attorney's Office serves more than 420,000 people in the third-largest county in the state of Oregon. Our top priority is to seek justice for crime victims and to ensure a safe community for all who live, work and play in Clackamas County.

District Attorney (24)	
John Wentworth - District Attorney	
FTE 90.7	
Total Budget \$ 17,226,302	
General Fund Support \$ 13,945,508	

District Attorney's Office Brandi Pelham - Administrator Total Budget \$3,575,103 Gen Fund \$ 3,564,001	Family Support Sarah Dumont - Deputy District Attorney 3 Total Budget \$2,076,626 Gen Fund \$ 403,694	Justice & Public Safety Chris Owen - Chief Deputy District Attorney Total Budget \$9,511,195 Gen Fund \$ 9,281,194	Victim & Support Services Carrie Walker - Victim Assistance Program Total Budget \$2,063,378 Gen Fund \$ 696,619
Business Administration John Wentworth - District Attorney FTE 3.4 Total Budget \$2,157,857 Gen Fund \$ 2,146,755	Child Support Enforcement Sarah Dumont - Deputy District Attorney 3 FTE 13.4 Total Budget \$2,076,626 Gen Fund \$ 403,694	Adult & Juvenile Criminal Prosecution & Case Resolution Chris Owen - Chief Deputy District Attorney FTE 16.1 Total Budget \$3,645,948 Gen Fund \$ 3,645,948	Victim Assistance Carrie Walker - Victim Assistance Program FTE 11.00 Total Budget \$2,063,378 Gen Fund \$ 696,619
Office of the District Attorney Brandi Pelham - Administrator FTE 7.7 Total Budget \$958,821 Gen Fund \$ 958,821		Adult & Juvenile Criminal Prosecution & Case Resolution Support Brandi Pelham - Administrator FTE 21.1 Total Budget \$2,597,988 Gen Fund \$ 2,367,988	
Policy, Performance & Partnerships Scott Healy - First Assistant District Attorney FTE 2.1 Total Budget \$458,425 Gen Fund \$ 458,425		Operational Development & Innovation Brandi Pelham - Administrator FTE 6.3 Total Budget \$1,168,876 Gen Fund \$ 1,168,876	
		Post-Adjudication Chris Owen - Chief Deputy District Attorney FTE 3.9 Total Budget \$787,898 Gen Fund \$ 787,897	
		Pre-Charging Assistance Chris Owen - Chief Deputy District Attorney FTE 5.9 Total Budget \$1,310,485 Gen Fund \$ 1,310,485	



District Attorney (24)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>		<i>Prog#</i>	FTE	General Fund (100)	ARPA* (230)	Total Budget
District Attorney's Office						
Business Administration		240101	3.4	2,157,857		2,157,857
Office of the District Attorney		240102	7.7	958,821		958,821
Policy, Performance & Partnerships		240103	2.1	458,425		458,425
Family Support						
Child Support Enforcement		240202	13.4	2,076,626		2,076,626
Justice & Public Safety						
Adult & Juvenile Criminal Prosecution & Case Resolution		240302	16.1	3,645,948		3,645,948
Adult & Juvenile Criminal Prosecution & Case Resolution Support		240303	21.1	2,597,988		2,597,988
Operational Development & Innovation		240304	6.3	1,168,876		1,168,876
Post-Adjudication		240305	3.9	787,898		787,898
Pre-Charging Assistance		240306	5.9	1,310,485		1,310,485
Victim & Support Services						
Victim Assistance		240401	11.0	2,063,378		2,063,378
TOTAL			90.7	17,226,302		17,226,302
FY 21-22 Budget			90.7	15,522,769	228,548	15,751,317
\$ Increase (Decrease)			0.0	1,703,533	(228,548)	1,474,985
% Increase (Decrease)			-	11.0%	-100.0%	9.4%

FY 22-23 General Fund Support in Budget**
2,146,755
958,821
458,425
403,694
3,645,948
2,367,988
1,168,876
787,897
1,310,485
696,619
13,945,508
11,993,100
1,952,408
16.3%

* FY21-22 ARPA revenue of \$228,548 offset by same amount in Personnel Services expense category.

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



District Attorney's Office

District Attorney's Office

Purpose Statement

The purpose of the District Attorney Line of Business is to build and lead a highly effective environment, so employees and agency partners excel at providing direct services to the public, victims, offenders, and partner agencies. Additionally, we advocate for policy and laws that are in the best interest of the public and our communities.

Performance Narrative Statement

As members of Oregon District Attorney's Association, we are very active in reviewing, editing, and supporting numerous bills intended to address racism and inequities within our criminal justice system, including- a bill securing the right for victims to be notified when offenders are released from pretrial custody, a bill strengthening penalties for teachers who sexually abuse their students, and a bill making sure that all domestic violence offenders can be supervised on probation to name a few.

We focused on small technology improvements to increase up time (access) to prosecution information and to gain efficiency by moving a portion of the criminal prosecution data to the cloud. To protect critical information and improve accessibility (up time) required for providing services daily and continuity of operations for continuing service delivery during pandemics, natural disasters, etc. additional technology upgrades are required. We remain dedicated to pursuing top talent through a difficult market in our efforts to meet workload demands and provide high quality and timely services to victims, the public and offenders.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	# of technology tickets submitted for lack of access to information or connectivity issues	NEW	1,091	545	754	104
Result	Avg # of days between vacancy and hire date	171	217	90	87	60

Program includes:

Mandated Service

Shared Services

Grant Funding

Pursuant to ORS 8.650 the District Attorney in each county is the public prosecutor and has authority to appear and prosecute violations of city ordinances and laws on behalf of the state of Oregon.

Public Safety - District Attorney



District Attorney's Office

Business Administration

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	64,072	571,197	361,800	11,102	11,102	(350,698)	-96.9%
Federal, State, Local, All Other Gifts & Donations	181,068	26,301	151,064	151,064	-	(151,064)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	254,291	194,865	-	4,669	-	-	0%
All Other Revenue Resources	(16,882)	(7,282)	-	-	-	-	-
General Fund Support	10,734,522	10,646,027	1,805,252	2,142,876	2,146,755	341,503	18.9%
Operating Revenue	11,152,999	10,859,911	1,956,316	2,298,609	2,146,755	190,439	9.7%
Total Revenue	11,217,071	11,431,108	2,318,116	2,309,711	2,157,857	(160,259)	-6.9%
Personnel Services	8,910,701	9,523,502	1,197,599	1,197,894	616,397	(581,202)	-48.5%
Materials & Services	1,400,027	1,361,865	1,120,517	1,111,817	1,541,460	420,943	37.6%
Operating Expense	10,310,728	10,885,367	2,318,116	2,309,711	2,157,857	(160,259)	-6.9%
Special Payments	80,000	80,000	-	-	-	-	0%
Transfers	-	19,000	-	-	-	-	0%
Total Expense	10,390,728	10,984,367	2,318,116	2,309,711	2,157,857	(160,259)	-6.9%
Revenues Less Expenses	826,343	446,741	-	-	-	-	

Significant Issues and Changes

The District Attorney's office is spread out over 4 locations. Due to uninhabitable conditions in one of these locations, we were forced to break the lease which displaced 9 employees. We also lost 15 parking spaces in downtown OR City. We have worked with Facilities to reimagine our existing spaces to make room for our displaced employees and continue to find creative solutions as we add employees to right-size our office to meet workload demands. Workload demands in the areas of technology, HR, and finance have increased significantly.



District Attorney's Office

Office of the District Attorney

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	0%
Charges, Fees, License, Permits, Fines, Assessme	-	-	-	159	-	-	0%
All Other Revenue Resources	-	-	-	-	-	-	0%
General Fund Support	-	-	646,305	646,305	958,821	312,516	48.4%
Operating Revenue	-	-	646,305	646,464	958,821	312,516	48.4%
Total Revenue	-	-	646,305	646,464	958,821	312,516	48.4%
Personnel Services	-	-	415,853	404,698	958,821	542,968	130.6%
Materials & Services	-	-	230,452	241,766	-	(230,452)	-100.0%
Operating Expense	-	-	646,305	646,464	958,821	312,516	48.4%
Total Expense	-	-	646,305	646,464	958,821	312,516	48.4%
Revenues Less Expenses	-	-	-	-	-	-	
Significant Issues and Changes							



District Attorney's Office

Policy, Performance & Partnerships

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	461,972	461,972	458,425	(3,547)	-0.8%
Operating Revenue	-	-	461,972	461,972	458,425	(3,547)	-0.8%
Total Revenue	-	-	461,972	461,972	458,425	(3,547)	-0.8%
Personnel Services	-	-	461,972	461,972	458,425	(3,547)	-0.8%
Materials & Services	-	-	-	-	-	-	0%
Operating Expense	-	-	461,972	461,972	458,425	(3,547)	-0.8%
Total Expense	-	-	461,972	461,972	458,425	(3,547)	-0.8%
Revenues Less Expenses	-	-	-	-	-	-	

In response to the enactment of SB 819, we are required to review and respond to a defendant's application to reconsider felony conviction/sentencing. This unfunded mandate has increased our workload for expungements by 50%. This program is merged with the Office of the District Attorney to create the new program "Public Administration & Legal Operations".



Family Support

Child Support Enforcement

Purpose Statement

The purpose of the Child Support Program is to provide services to establish, modify, and enforce child support so that children in the community receive the resources necessary to thrive.

Performance Narrative Statement

The Clackamas County Family Support Enforcement Office ("Family Support Office") continues to be one of the top three counties in the State of Oregon for percentage of current support collected and distributed. Over the past year, the Family Support Office has distributed over \$22.2 million dollars to children and families. The office has also collected 81.04% of current support due as compared to the 58.87% collected by the Department of Child Support. Further, for every dollar spent by the Family Support Office, \$12.49 is collected for children and families. As a result of our successful collection efforts on behalf of families and children, we estimate we will receive \$100,263 in federal incentive money. This fiscal year the Family Support Office will focus on strengthening our results in the Federal Performance Measures, including current and arrears collections.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	Collections - Percentage of Current Support Collected (Based on Fed FY Oct 1 - Sept 30)	80.7%	81.0%	80.5%	79.3%	80.0%
Result	Current Collections Total (Based on Fed FY Oct 1 - Sept 30)	18.8 M	17.9 M	17.7 M	5.8 M	17.4 M
Result	Arrears Collections Total (Based on Fed FY Oct 1 - Sept 30)	5.3 M	4.3 M	3.4 M	1.3 M	3.9 M
Result	Federal Performance Incentives - Federal rewards for operating an effective and efficient child support program	\$125,127	\$112,748	\$100,263	\$100,263	\$96,000

Program includes:

Mandated Service

Shared Services

Grant Funding

Funding is a complex mathematical formula see federal guidelines.



Family Support

Child Support Enforcement

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	35,356	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,435,316	1,484,302	1,652,598	1,627,389	1,672,932	20,334	1.2%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	0%
All Other Revenue Resources	20	-	-	-	-	-	-
General Fund Support	98,410	87,503	470,020	368,507	403,694	(66,326)	-14.1%
Operating Revenue	1,533,746	1,571,805	2,122,618	1,995,896	2,076,626	(45,992)	-2.2%
Total Revenue	1,533,746	1,607,161	2,122,618	1,995,896	2,076,626	(45,992)	-2.2%
Personnel Services	1,413,685	1,709,676	1,791,216	1,726,408	1,782,566	(8,650)	-0.5%
Materials & Services	305,657	280,207	293,638	269,488	294,060	422	0.1%
Operating Expense	1,719,342	1,989,883	2,084,854	1,995,896	2,076,626	(8,228)	-0.4%
Total Expense	1,719,342	1,989,883	2,084,854	1,995,896	2,076,626	(8,228)	-0.4%
Revenues Less Expenses	(185,596)	(382,722)	37,764	-	-	(37,764)	
Significant Issues and Changes							



Justice & Public Safety

Adult & Juvenile Criminal Prosecution & Case Resolution

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	2,780,238	2,780,238	3,645,948	865,710	31.1%
Operating Revenue	-	-	2,780,238	2,780,238	3,645,948	865,710	31.1%
Total Revenue	-	-	2,780,238	2,780,238	3,645,948	865,710	31.1%
Personnel Services	-	-	2,719,738	2,702,238	3,565,948	846,210	31.1%
Materials & Services	-	-	60,500	78,000	80,000	19,500	32.2%
Operating Expense	-	-	2,780,238	2,780,238	3,645,948	865,710	31.1%
Total Expense	-	-	2,780,238	2,780,238	3,645,948	865,710	31.1%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

COVID 19 has negatively impacted case flow in our criminal justice system. Multiple resets of court appearances and trials, and fewer cases resolving causes a significant backlog of cases within our office and the courts. New cases continue to come in at the rate of 653 cases per month in 2020/21 compared to 779 per month in 2018/19. This program and the "Adult & Juvenile Criminal Prosecution & Case Resolution Support" program and been merged into one "Adult & Juvenile Criminal Prosecution & Case Resolution & Support".



Justice & Public Safety

Adult & Juvenile Criminal Prosecution & Case Resolution Support

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	239,998	230,000	230,000	(9,998)	-4.2%
General Fund Support	-	-	1,845,833	1,835,833	2,367,988	522,155	28.3%
Operating Revenue	-	-	2,085,831	2,065,833	2,597,988	512,157	24.6%
Total Revenue	-	-	2,085,831	2,065,833	2,597,988	512,157	24.6%
Personnel Services	-	-	2,101,098	2,015,833	2,532,488	431,390	20.5%
Materials & Services	-	-	22,500	50,000	65,500	43,000	191.1%
Operating Expense	-	-	2,123,598	2,065,833	2,597,988	474,390	22.3%
Total Expense	-	-	2,123,598	2,065,833	2,597,988	474,390	22.3%
Revenues Less Expenses	-	-	(37,767)	-	-	37,767	

Significant Issues and Changes

New program begins in FY21-22.

COVID 19 has negatively impacted case flow in our criminal justice system. Multiple resets of court appearances and trials create additional work to communicate, subpoena, and call off each witness with every appearance or trial reset. Trials scheduled have increased by 19% despite the decrease in referrals. The "Adult & Juvenile Criminal Prosecution & Case Resolution Support" program has merged w/ the "Adult & Juvenile Criminal Prosecution & Case Resolution" program to form one program, "Adult & Juvenile Criminal Prosecution & Case Resolution & Support"



Justice & Public Safety

Operational Development & Innovation

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	1,126,499	1,126,499	1,168,876	42,377	3.8%
Operating Revenue	-	-	1,126,499	1,126,499	1,168,876	42,377	3.8%
Total Revenue	-	-	1,126,499	1,126,499	1,168,876	42,377	3.8%
Personnel Services	-	-	1,126,499	1,126,499	1,168,876	42,377	3.8%
Operating Expense	-	-	1,126,499	1,126,499	1,168,876	42,377	3.8%
Total Expense	-	-	1,126,499	1,126,499	1,168,876	42,377	3.8%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

Evolving business requirements and increase workloads in the areas of technology, HR, finance, criminal staff management & operations must be addressed to continue supporting the lines of business that deliver direct services.

In addition to their own workloads, this team and business admin, a total of 6 FTE, have been triaging and covering gaps to meet business needs throughout the office created by vacancies (4 FTE). This is not a sustainable long-term solution as workloads are not being met and staff are burning out. We are actively working to fill all vacancies in our office and due to capacity issues within HR we prioritize the best we can. (Office Manager, Office Supervisor, Management Analyst 2, Legal Assistant, Sr) This program supports the organization and is moved to the "Public Administration & Legal Operations" Line of Business



Justice & Public Safety

Post-Adjudication

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	858,977	858,977	787,897	(71,080)	-8.3%
Operating Revenue	-	-	858,977	858,977	787,897	(71,080)	-8.3%
Total Revenue	-	-	858,977	858,977	787,897	(71,080)	-8.3%
Personnel Services	-	-	858,977	858,977	787,897	(71,080)	-8.3%
Operating Expense	-	-	858,977	858,977	787,897	(71,080)	-8.3%
Total Expense	-	-	858,977	858,977	787,897	(71,080)	-8.3%
Revenues Less Expenses	-	-	-	-	-	-	-

Public Safety, Justice & Prosecution

Pre-Trial release

Domestic violence deferred sentencing program

Drug court

Drug or Driving Under the Influence of Intoxicants diversion Mental health court

Mental health court

Law Enforcement Assisted Diversion (LEAD)

Early Resolution Docket (ERD)

The services provided in the new "Alternative Sentencing & Specialty Courts Program" were pulled out of the "Adult & Juvenile Criminal Prosecution & Case Resolution" Program to clearly capture these services and bring transparency to these services.



Justice & Public Safety

Pre-Charging Assistance

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
General Fund Support	-	-	1,388,812	1,388,812	1,310,485	(78,327)	-5.6%
Operating Revenue	-	-	1,388,812	1,388,812	1,310,485	(78,327)	-5.6%
Total Revenue	-	-	1,388,812	1,388,812	1,310,485	(78,327)	-5.6%
Personnel Services	-	-	1,338,812	1,338,812	1,300,485	(38,327)	-2.9%
Materials & Services	-	-	50,000	50,000	10,000	(40,000)	-80.0%
Operating Expense	-	-	1,388,812	1,388,812	1,310,485	(78,327)	-5.6%
Total Expense	-	-	1,388,812	1,388,812	1,310,485	(78,327)	-5.6%
Revenues Less Expenses	-	-	-	-	-	-	

Significant Issues and Changes

New program begins in FY21-22.

Increase in callouts: FY 19-20=17, FY 20-21=36, FY 21-22=23 as of 3/2/22 . This program has been renamed to bring clarity to services provided "Major Crimes Response, Law Enf. Liason & Investigative Services"



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CLACKAMAS
COUNTY



Victim & Support Services

Victim Assistance

Purpose Statement

The purpose of the Victim Assistance Program is to provide comprehensive, collaborative advocacy, consultation, and victim rights services to crime victims and their families, so they can experience a meaningful role in the criminal justice process.

Performance Narrative Statement

The primary role of Victim Assistance is to provide crime victims support and information that enables them to understand and access the rights afforded them under the Oregon Constitution and the Oregon Revised Statutes.

In addition to this primary advocacy, Victim Assistance provides safety planning, resource referral and in person support to victims of all crimes at every stage of the criminal justice process. Victim Assistance is a collaborative partner with other agencies and programs within Clackamas County as well as in our region with the goal of minimizing barriers for victims of crime to access short and long term support and resources. The experience and knowledge of the Victim Assistance staff and volunteers is used to consult with prosecutors, law enforcement and other allied professionals to support a trauma informed response to victims of crime.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	# of available victims notified of their rights within 5 days of arraignment	1,902	2,311	2,645	1,545	2900 (Est 10% Inc)
Result	# of Victim Rights Request forms returned	543	702	830	485	1160 (40% Response Rate)

Program includes:

Mandated Service ☐ 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

Under the Oregon Constitution (Art. 1 Section 42) the DA's Office is responsible for assisting victims of crime in asserting their rights in criminal cases. These rights include notice of court hearings, attending court hearings in person, making statements to the court for certain types of hearings, requesting restitution for monetary damages and other rights enumerated in the Oregon Constitution and Oregon Laws. The Victim Assistance Program within the District Attorney's Office has the primary function of providing notice of Victim Rights and assisting victims in requesting those rights.

As part of the District Attorney's Office, Victim Assistance provides shared services to victims of crime in Clackamas County.

Victim Assistance currently received the following grant funding:

VOCA Non-Competitive Grant / no match requirement/ Expires 9/30/23

CFA grant funds / no match requirement / Expires 9/30/23

BCC/DV Grant / no match requirement / Expires 6/30/22

OVW ICJR Grant / no match requirement / Expires 9/30/22



Victim & Support Services

Victim Assistance

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,170,457	1,050,105	1,276,757	1,442,353	1,226,729	(50,028)	-3.9%
Charges, Fees, License, Permits, Fines, Assessments	56,967	64,715	76,000	76,000	140,031	64,031	84.3%
General Fund Support	443,923	528,561	609,192	383,081	696,619	87,427	14.4%
Operating Revenue	1,671,347	1,643,381	1,961,949	1,901,434	2,063,379	101,430	5.2%
Total Revenue	1,671,347	1,643,381	1,961,949	1,901,434	2,063,379	101,430	5.2%
Personnel Services	1,008,996	1,104,636	1,188,686	1,145,011	1,288,074	99,388	8.4%
Materials & Services	276,545	265,477	292,763	275,923	294,805	2,042	0.7%
Operating Expense	1,285,541	1,370,113	1,481,449	1,420,934	1,582,879	101,430	6.8%
Special Payments	420,000	420,000	480,500	480,500	480,500	-	0%
Total Expense	1,705,541	1,790,113	1,961,949	1,901,434	2,063,379	101,430	5.2%
Revenues Less Expenses	(34,194)	(146,732)	-	-	-	-	
Significant Issues and Changes							

Clackamas County Emergency Operations Plan

March 2022

Plan Update



Extreme Heat

COVID-19

Disaster Management

FY 22-23 BUDGET PRESENTATION



Tab 11 - 1

FY 21-22 Major Accomplishments

AREA	DESCRIPTION
Ensure healthy, safe, and secure communities	Disaster Response: Disaster Management continued its response to COVID-19 through the fiscal year. While activated for COVID, Disaster Management coordinated the county's response to multiple smaller incidents, including wildfires requiring minor evacuations, a heat dome, chlorine shortage affecting drinking water, and late spring snow.
	Public Private Partnership: Working with PGE and PGA, Disaster Management submitted a 50 million dollar Federal grant proposal which will bury seventeen miles of electrical transmission and distribution lines in the Mount Hood corridor.. Undergrounding these lines will improve system reliability for those living in the community and reduce the risk of wildfire in the sensitive ecosystem of the Bull Run Watershed.
	Wildfire Community Preparedness: Disaster Management with partnered with PGA and the Clackamas Fire Defense Board to prepare a series of community events and a 31-day wildfire preparedness social media challenge to help county residents prepare for a wildfire that can affect their community.
	Death Investigations: Provided a consistent level of service during an increased need for investigations, while keeping staff safe by consistently utilizing proper personal protective equipment, safe distancing and managing exposure to biohazards.
	Suicide Fatality Review Committee: In conjunction with County/Community partners and residents, established and implemented the first Suicide Fatality Review Committee to identify gaps within systems to reduce the number of suicides in Clackamas County.

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Disaster Management Operations	85% Clackamas County Departments have up to date, approved, Continuity of Operations Plans in place		75%	75%	50%	75%
	75% of Public Alert calls connected to residents		85%	96%	96%	85%
Disaster Management Activation	Reportable Staff time dedicated to disaster event establishing shelters, delivering messaging, fulfilling resources requests and providing resources to residents. Disaster Management staff continuing to support COVID logistics and messaging		25,134	N/A	3,840	N/A
Medical Examiner	% of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted		5%	4%	4%	4%

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Disaster Management	Disaster Management Operations	\$2,713,401	91%	7%	Stafford Act (F) ORS 401.305 (S) 6.03 (C)	100%	65%
	Disaster Management Activation	\$521,104	4%	68%	Stafford Act (F) ORS 401.305 (S) 6.03 (C)	100%	N/A
	Medical Examiner	\$1,159,513	100%	0%	ORS 146 (S)	100%	90%

Department Summary by Fund

Disaster Management (23)



Department Budget Summary by Fund

Line of Business			FY 22-23 General Fund (100)	FY 22-23 ARPA Fund (230)****	FY 22-23 Total Budget	FY 22-23 General Fund Support in Budget**
Program	Prog#	FTE				
Disaster Management & Medical Examiner						
Disaster Management	230101	9.0	2,713,401	-	2,713,401	2,478,301
Medical Examiner's Office	230102	6.0	1,159,513	-	1,159,513	1,159,513
Disaster Activation***	230103	4.7	166,104	355,000	521,104	20,000
Disaster Management Grants*	230104	0.0	126,662	-	126,662	-
TOTAL		19.7	4,165,680	355,000	4,520,680	3,657,814
FY 21/22 Budget		19.5	4,152,871	236,950	4,389,821	3,638,921
\$ Increase (Decrease)		0.2	12,809	118,050	130,859	18,893
% Increase (Decrease)		1%	0.3%	50%	3%	0.5%

* **Disaster Management Grants Program is not an MFR program.**

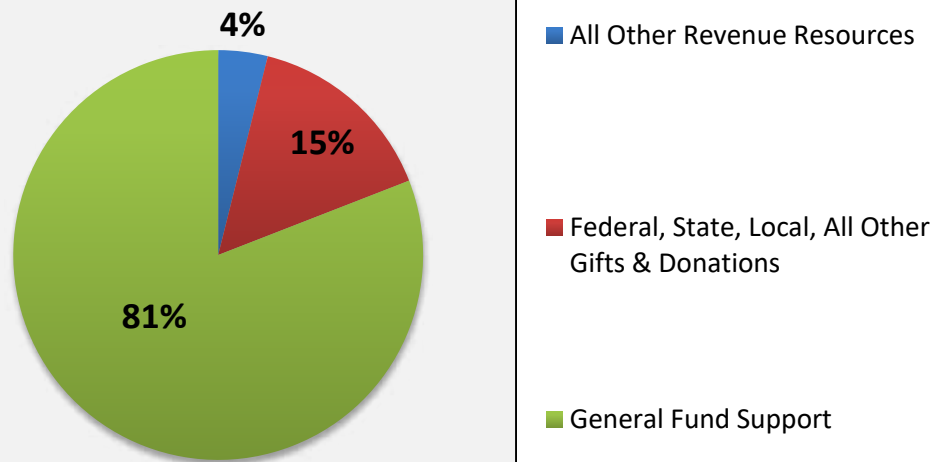
** **General Fund Support is the subsidy, net of any other revenue received by the department.**

*** **1 FTE unfilled in anticipation for potential increased COVID response. If COVID escalation requires this position be filled, a funding source will be identified before recruitment.**

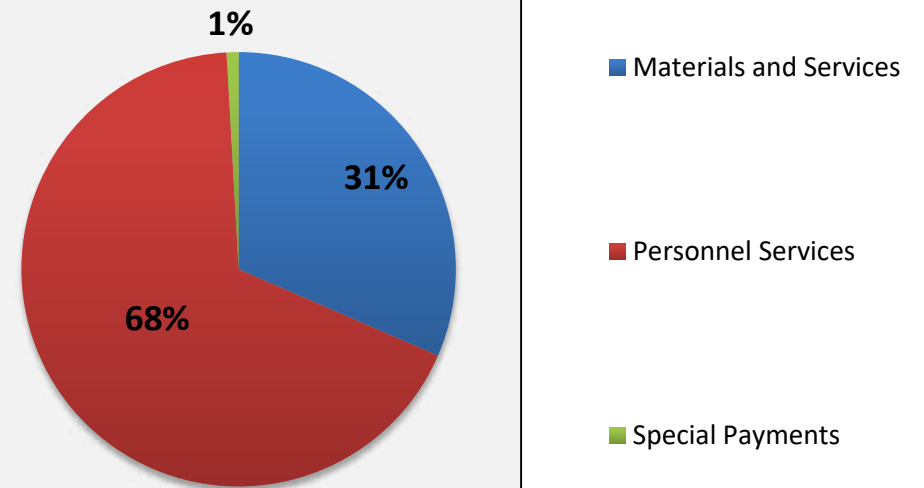
**** **FY21-22 ARPA revenue of \$396,950 by same amount in Personnel Services and Materials and Services expense category.**

FY22-23 Revenue and Expense

Revenues



Expenses



Summary of Revenue & Expenses

Disaster Management (23)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,283,602	1,700,237	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations*	1,278,783	2,520,368	671,150	927,904	686,762	15,612	2.3%
Charges, Fees, License, Permits, Fines, Assessment	30,634	56,994	79,750	-	-	(79,750)	-100.0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	14,139	15,589	-	170,000	176,104	176,104	-
Other Interfund Transfers	2,037,359	1,469,058	-	-	-	-	-
General Fund Support	-	-	3,638,921	2,483,508	3,657,814	18,893	0.5%
Operating Revenue	3,360,915	4,062,009	4,389,821	3,581,412	4,520,680	130,859	3.0%
Total Revenue	4,644,517	5,762,246	4,389,821	3,581,412	4,520,680	130,859	3.0%
Personnel Services*	1,643,539	2,115,183	2,636,084	2,279,735	3,056,389	420,305	15.9%
Materials and Services	821,706	1,910,452	1,439,538	1,127,677	1,424,290	(15,248)	-1.1%
Capital Outlay	479,035	412,406	-	-	-	-	-
Operating Expenditure	2,944,280	4,438,041	4,075,622	3,407,412	4,480,679	405,057	9.9%
Special Payments	-	531,875	314,200	174,000	40,000	(274,200)	-87.3%
Total Expense	2,944,280	4,969,916	4,389,821	3,581,412	4,520,680	130,857	3.0%
Revenue Less Expense	1,700,237	792,330	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	11.0	11.8	19.5	19.5	19.7	0.2	1.0%

* FY21-22 ARPA revenue of \$236,950 and FY22-23 \$355,000, offset by the same amount in Personnel Services and Material & Services expenses category.

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Summary of Revenue & Expenses

Disaster Management General Fund 100 - 23

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,283,602	1,700,237	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations*	1,278,783	2,520,368	434,200	530,954	331,762	(102,438)	-23.6%
Charges, Fees, License, Permits, Fines, Assessment	30,634	56,994	79,750	-	-	(79,750)	-100.0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	14,139	15,589	-	170,000	176,104	176,104	-
Other Interfund Transfers	2,037,359	1,469,058	-	-	-	-	-
General Fund Support	-	-	3,638,921	2,483,508	3,657,814	18,893	0.5%
Operating Revenue	3,360,915	4,062,009	4,152,871	3,184,462	4,165,680	12,809	0.3%
Total Revenue	4,644,517	5,762,246	4,152,871	3,184,462	4,165,680	12,809	0.3%
Personnel Services*	1,643,539	2,115,183	2,457,134	2,087,735	2,701,390	244,256	9.9%
Materials and Services	821,706	1,910,452	1,381,538	922,727	1,424,290	42,752	3.1%
Capital Outlay	479,035	412,406	-	-	-	-	-
Operating Expenditure	2,944,280	4,438,041	3,838,672	3,010,462	4,125,680	287,008	7.5%
Special Payments	-	531,875	314,200	174,000	40,000	(274,200)	-87.3%
Total Expense	2,944,280	4,969,916	4,152,871	3,184,462	4,165,680	12,808	0.3%
Revenue Less Expense	1,700,237	792,330	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	11.0	11.8	19.5	19.5	19.7	0.2	1.0%

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Summary of Revenue & Expenses

Disaster Management ARPA Fund 230 - 23

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance			-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations			236,950	396,950	355,000	118,050	49.8%
Operating Revenue	-	-	236,950	396,950	355,000	118,050	49.8%
Total Revenue	-	-	236,950	396,950	355,000	118,050	49.8%
Personnel Services			178,950	192,000	355,000	176,050	98.4%
Materials and Services			58,000	204,950		(58,000)	-100.0%
Operating Expenditure			236,950	396,950	355,000	118,050	49.8%
Total Expense	-	-	236,950	396,950	355,000	118,050	49.8%
Revenue Less Expense	-	-	-	-	-	-	-

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
Disaster Management traditionally receives the Emergency Management Performance Grant (EMPG), which support staff with a 50% match. Because the state formula continues to change there could be fewer dollars at the local level, this year we are expecting \$160,000. Clackamas County Disaster Management has been making up the difference over the past few years with fund balance.	Unstable Federal funding that directly impacts resources available for planning, response and recovery for residents and businesses.
The Disaster Activation Program is used only for local, state, or federal declared incidents. If we have a declared incident that goes into the fiscal year or a new one is declared, this Program is used to track the funding and expense for the incident. Adjustments will be made to this Program as needed throughout the fiscal year.	Allows for efficient fiscal planning and tracking for incidents of all types and sizes.

End of Presentation



Disaster Management (23)

Department Budget Summary by Fund

Line of Business			FY 22-23 General Fund (100)	FY 22-23 ARPA Fund (230)****	FY 22-23 Total Budget	FY 22-23 General Fund Support in Budget**
Program	Prog#	FTE				
Disaster Management & Medical Examiner						
Disaster Management	230101	9.0	2,713,401	-	2,713,401	2,478,301
Medical Examiner's Office	230102	6.0	1,159,513	-	1,159,513	1,159,513
Disaster Activation***	230103	4.7	166,104	355,000	521,104	20,000
Disaster Management Grants*	230104	0.0	126,662	-	126,662	-
TOTAL		19.7	4,165,680	355,000	4,520,680	3,657,814
FY 21/22 Budget		19.5	4,152,871	236,950	4,389,821	3,638,921
\$ Increase (Decrease)		0.2	12,809	118,050	130,859	18,893
% Increase (Decrease)		1%	0.3%	50%	3%	0.5%

* *Disaster Management Grants Program is not an MFR program.*

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

*** *1 FTE unfilled in anticipation for potential increased COVID response. If COVID escalation requires this position be filled, a funding source will be identified before recruitment.*

**** *FY21-22 ARPA revenue of \$396,950 by same amount in Personnel Services and Materials and Services expense category.*



Disaster Management (23)

Mission

Foster resilience through disaster planning, preparedness, response, recovery coordination, and Medical Examiner services to Clackamas County communities so they can equitably access resources, survive a disaster, and recover as timely and deliberately as possible.

Disaster Management (23)

Daniel Nibouar, Interim Director

FTE 19.7

Total Budget \$4,520,680

General Fund Support \$3,657,814

Disaster Management & Medical Examiner

Daniel Nibouar-Interim Dir

Total Budget

\$4,520,680

Gen Fund \$3,657,814

Disaster Management

Daniel Nibouar-Interim Director

FTE 9.0

Total Budget

\$2,713,401

Gen Fund \$2,478,301

Medical Examiner's Office

Cathy Phelps-Mgr

FTE 6.0

Total Budget

\$1,159,513

Gen Fund \$1,159,513

Disaster Activation

Daniel Nibouar-Interim Dir

FTE 4.7

Total Budget

\$521,104

Gen Fund \$20,000

Disaster Management Grants

Daniel Nibouar-Interim Dir

FTE 0

Total Budget

\$126,662

Gen Fund \$0



Disaster Management

Disaster Management

Purpose Statement

The purpose of the Disaster Management Program is to provide planning and preparedness as well as response, recovery, and mitigation services to residents, businesses, visitors, and community members in Clackamas County so they can be prepared to protect themselves, their families, animals, neighbors and community, and can equitably access resources to recover quickly.

Performance Narrative Statement

The Disaster Management Operations Program proposes a \$2,713,401 budget. The funding amount includes anticipated Urban Area Security Initiative (UASI) funding of approximately \$39,500. The Emergency Management Performance Grant (EMPG) is expected to be around \$160,000, which helps offset the cost of staff in the operational budget. This federal funding is unstable for future years. 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 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Target	FY 21-22 Actuals as of 12/31/22	FY 22-23 Target
Result Measure	90% of required Disaster Management Plans that are up to date and approved	100%	100%	Discontinued	Discontinued	Discontinued
Result Measure	75% Clackamas County Departments have up to date, approved Continuity of Operations Plans in place ¹	75%	75%	75%	31%	75%
Output	85% of Public Alert calls connected to residents	85%	85%	85%	94%	85%

¹ Continuity of Operations Plans (COOP) is the sole responsibility of each department and Disaster Management facilitates the overall management, training and coordination of each plan. Disaster Management relies on the departments progress for this measure.

Program includes:

Mandated Services	<input 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) for FY23 is anticipated to provide approximately \$160,000 to offset salaries for Clackamas County Disaster Management Program staff. The EMPG has a 50% match requirement. The Urban Area Security Initiative (UASI) grant funding is for specific projects and have a 2 year performance period. In order to get federal funding for federally declared events and mitigation dollars the program must also adhere to the federal Stafford Act.
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Disaster Management

Disaster Management

Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year-End	FY22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,245,096	1,645,404	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,196,764	1,025,917	446,805	530,954	205,100	(241,705)	-54%
Charges, Fees, License, Permits, Fines, Assessments	30,634	56,994	79,750	-	-	(79,750)	-100%
All Other Revenue Resources	13,167	13,589	-	20,000	30,000	30,000	-
General Fund Support	1,096,059	626,210	2,533,560	1,479,799	2,478,301	(55,259)	-2%
Operating Revenue	2,336,624	1,722,710	3,060,115	2,030,753	2,713,401	(346,714)	-11%
Total Revenue	3,581,720	3,368,114	3,060,115	2,030,753	2,713,401	(346,714)	-11%
Personnel Services	858,497	1,118,433	1,561,785	1,121,702	1,596,233	34,448	2%
Materials and Services	598,784	648,088	1,184,130	735,051	1,077,168	(106,962)	-9%
Capital Outlay	479,035	412,406	-	-	-	-	-
Operating Expense	1,936,316	2,178,927	2,745,915	1,856,753	2,673,401	(72,514)	-3%
Special Payments	-	-	314,200	174,000	40,000	(274,200)	-87%
Total Expense	1,936,316	2,178,927	3,060,115	2,030,753	2,713,401	(346,714)	-11%
Revenues Less Expenses	1,645,404	1,189,187	-	-	-	-	-

Significant Issues and Changes

Disaster Management traditionally receives the Emergency Management Performance Grant (EMPG), which support staff up to 50% match. As the state formula continues to change, there could be fewer dollars at the local level; this year we are expecting \$160,000 (approx. 10%). Disaster Management has been making up the difference over the past few years with fund balance, which is not available this fiscal year. Federal grant revenues declined by 54% due to the completion of several projects and establishment of Disaster Management Grant Program (230104). Charges for Services-Internal County declined by 40% due to the State picking up the cost of the alerting system the county uses.



Medical Examiner

Medical Examiner's Office

Purpose Statement

The purpose of the Medical Examiner's Office Program is to provide death investigation services to decedents, their families, and the medical and legal communities so they can receive answers and information they need to take appropriate action as necessary and enable them to move forward.

Performance Narrative Statement

The Medical Examiner's Office Program proposes a \$1,159,513 budget. These resources will provide approximately 366 on-scene death investigations and 834 legally reportable limited investigations death documentations. Achieving these results will provide medicolegal death investigations services to decedents, their families, and the medical and legal communities so they can receive answers.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as 12/31/21	FY 22-23 Target
Result	% of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted.	3%	5%	4%	5%	4%
Result	% of the conducted Quality Assurance Reviews demonstrated to have no exceptions or non-compliance with protocols and established professional standards.	95%	85%	95%	85%	95%
Result	Total Number of Medical Examiner Cases	1045*	1241*	1,200	1326*	1,200
	Number of On-Scene Investigations	285*	341*	366	394*	366
	Number of Reportable - Limited Investigations	760*	904*	834	932*	834

*Calendar Year

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation Mandated Services: Oregon Revised Statutes Section 146 states that each county shall have a medical examiner function for the purpose of investigating and certifying the cause and manner of deaths requiring investigation.



Medical Examiner

Medical Examiner's Office

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	38,506	55,311	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	24,983	36,640	17,999	17,999	-	(17,999)	-100%
General Fund Support	941,300	839,657	1,086,199	1,001,641	1,159,513	73,314	7%
Operating Revenue	966,283	876,297	1,104,198	1,019,640	1,159,513	55,315	5%
Total Revenue	1,004,789	931,608	1,104,198	1,019,640	1,159,513	55,315	5%
Personnel Services	785,043	739,399	916,790	834,632	959,053	42,263	5%
Materials & Services	164,435	147,362	187,408	185,008	200,460	13,052	7%
Operating Expenditure	949,478	886,761	1,104,198	1,019,640	1,159,513	55,315	5%
Total Expense	949,478	886,761	1,104,198	1,019,640	1,159,513	55,315	5%
Revenues Less Expenses	55,311	44,847	-	-	-	-	-

Significant Issues and Changes

The Medical Examiner's Office is 100% funded by the General Fund. For FY22-23 we currently anticipate a 5% increase in reported deaths, creating a need for additional staff in the Medical Examiner's Office.



Disaster Management

Disaster Activation

Purpose Statement

The purpose of the Disaster Management Activation Program is for coordination of County response to EOC activations for undeclared disasters and for all local, state and federal disaster declarations. The coordination includes all residents, businesses, visitors, and community members in Clackamas County, including their family pets and livestock (Federal Stafford Act). The Emergency Operations Center (EOC) works towards equitable access to resources to aid in a quick recovery.

Performance Narrative Statement

The Disaster Activation Program proposes a \$521,104 budget. The funding amount includes American Rescue Plan Act funds to support limited duration staff for the Emergency Operations Center. This federal funding is unstable for future years. 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 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Target	FY 21-22 Actuals as of 12/31/22	FY 22-23 Actuals
Output	Number of Animals sheltered during an event ¹	N/A	748	N/A	N/A	UNK
Output	Number of RV's and families Sheltered by Clackamas County during an event ²	N/A	2,284	N/A	N/A	UNK
Output	During an event activation, number of Messaging (PIO) released on social media platforms, hits to posts, and other avenues of reaching the community. ³	N/A	546,208	N/A	397,819	UNK
Output	Reportable Staff time dedicated to disaster event establishing shelters, delivering messaging, fulfilling resources requests and providing resources to residents. ⁴	N/A	25,134	N/A	953	UNK
Output	Percentage of calls answered at the Public Inquiry Center (PIC) to the number of callers sent to the Public Inquiry line during an event. ⁵	N/A	5,075	N/A	891	UNK

¹ Number reflects animals housed during Fire event in September and November 2020 wildfires.

² FY 20-21 number reflects response to September 2020 wildfires. Public, Private, and Faith Based Organization counts are estimates based on multiple point in time counts. The number in the chart reflects the best estimate of overall occupancy at that site during shelter operations. Red Cross statistics for non-congregate shelter are approximate. Counts were consolidated for the entire incident. A best guess is parsed out for Clackamas County. McIver State Park is not included here. Evacuees are included in the Seventh-day Adventists HQ count.

³ FY 20-21 Numbers include 544,708 page views by citizens and 1500 social media posts produced by PIO Staff. FY 21-22 Numbers include 380,531 page views and 17,188

⁴ For FY 20-21 Staff time is from overall county staff that reported codes 00132 (18,538.27 hrs.) and 00140 (6595.40 hrs.) on their timesheets. For FY 21-22 Staff time is from Disaster Management staff working in the EOC.

⁵ We are unable to provide the percentage of calls answered due to data collection system constraints. For FY 20-21 During the wildland fire events the phone lines were overwhelmed, with callers. This is supported by the fact that 2,910 of these calls were received during September and October. For FY 21-22 The numbers of calls have been related to COVID topics.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation
Mandated Services: Oregon Revised Statutes Section 401 requires the County to have an emergency management program, Emergency Operations Plan (EOP), and Emergency Operations Center (EOC) and a staff trained to manage critical incident tasks during an emergency or major incident. The Federal Stafford Act applies to all federally declared events.
Grant Funding: The funding is coming from the American Rescue Plan Act to support limited duration staff in the Emergency Operations Center. There is no match requirement and the grant's performance period is through December 2024.



Disaster Activation

Disaster Activation

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	(478)	-	-	-		
Federal, State, Local, All Other Gifts & Donations	57,036	1,457,811	206,346	366,346	355,000	148,654	72%
All Other Revenue Resources	972	2,000	-	150,000	146,104	146,104	-
General Fund Support	-	3,191	19,162	2,068	20,000	838	4%
Operating Revenue	58,008	1,463,002	225,508	518,414	521,104	295,596	131%
Total Revenue	58,008	1,462,524	225,508	518,414	521,104	295,596	131%
Personnel Services	-	257,351	157,508	310,796	501,104	343,596	218%
Materials & Services	58,487	1,115,002	68,000	207,618	20,000	(48,000)	-71%
Operating Expenditure	58,487	1,372,353	225,508	518,414	521,104	295,596	131%
Special Payments	-	531,875	-	-	-	-	0%
Total Expense	58,487	1,904,228	225,508	518,414	521,104	295,596	131%
Revenues Less Expenses	(479)	(441,704)	-	-	-	-	

Significant Issues and Changes

The Disaster Activation Program is used for undeclared disasters and for local, state, or federal declared incidents. If we have a declared incident that goes into the fiscal year or a new one is declared, this Program is used to track the funding and expense for the incident.

In FY 23-23 an increase in Federal Grants is to support the limited duration staff working in the Emergency Operations Center to support the COVID response. Increase in Personnel Services is for limited duration staff for Emergency Operations Center. Decrease in Materials and Services due to having temporary staff able to perform the work.

The logo for Clackamas County features a teal triangle with a white stylized 'C' inside. Below the triangle, the words 'CLACKAMAS' and 'COUNTY' are written in a grey, serif font, with 'CLACKAMAS' on the top line and 'COUNTY' on the bottom line.

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CLACKAMAS
COUNTY



Disaster Management

Disaster Management Grants

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations					126,662	126,662	0%
Operating Revenue	-	-	-	-	126,662	126,662	0%
Total Revenue	-	-	-	-	126,662	126,662	0%
Personnel Services					126,662	126,662	0%
Operating Expenditure	-	-	-	-	126,662	126,662	0%
Total Expense	-	-	-	-	126,662	126,662	0%
Revenues Less Expenses	-	-	-	-	-	-	

Significant Issues and Changes



Clackamas 911 – CCOM

FY 22-23 BUDGET PRESENTATION



2022 Major Accomplishments

AREA	DESCRIPTION
Mission Critical Data	273,260 incoming 911 & emergency calls received and processed [3.5% decrease]
	229,878 incidents, providing emergency dispatch to police (186,247), fire (10,561) and EMS (32,070) [2.7% increase]
Staffing	Hired 5 Call-Takers, Internal Promotion to Supervisor. [2020 attrition = 2 employees, 2021 attrition = 5 employees, 2022 attrition-through-April = 8 employees]
Training	3 Call-Takers certified, 1 T2 certified, 1 Dispatcher fully certified, and all DPSST certification hours completed. Trained 5 new coaches.
Service Transitions	Transitioned fire dispatch from CCFD 1 to Estacada Fire District on July 1, 2021.
Improvements	Launched Peer Team with 12 fully trained members, Completed 1 st year of QA/QI program, Extended office space to permanently meet OSHA requirements for recommended pandemic spacing.
Emergency Management & Planning Efforts	Continued to navigate internal & user response to COVID-19. Participated in County Emergency Plan update, EMS Council RFP to evaluate EMS system, Public Safety MFR Implementation Team, County Tobacco Committee, EDI efforts and number of committees relating to 988 implementation and county behavioral health response to reduce call burden on 911.

Line of Business/Program	Results Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Clackamas 911 Services/911 Services	By 2021, CCOM will be staffed at least 95% of budgeted capacity	94%	95%	88%	95%
Clackamas 911 Services/911 Services	By 2021, Clackamas County callers will experience 6 dedicated call-takers on duty 10 hours per day, 4 days per week	5	6	5	6
Clackamas 911 Services/911 Services	By 2023, CCOM will enhance its in-house Quality Improvement program that evaluates customer service for 2% of our call volume	0.5%	0.5%	1.0%	1.0%
Clackamas 911 Services/911 Services	By 2025, CCOM call-takers and dispatchers will meet industry standard call processing benchmarks regularly for priority 1 Law calls (<=105)	70.91%	80%	74.56%	80%
Clackamas 911 Services/911 Services	By 2025, CCOM call-takers and dispatchers will meet industry standard call processing benchmarks regularly for priority 1 Fire/EMS calls (<=64)	18.64%	80%	18.62%	80%
Clackamas 911 Services/911 Services	By 2024, significant upgrades will be completed with computer, telephone and radio systems. The community will experience modern public communications equipment which will position Public Safety agencies to expand with new technologies	30%	50%	50%	75%

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Clackamas 911 Services	911 Services	\$12,207,755	0%	12%	(S) (C) (I)	0%	40% Met 57% Improved

Department Summary by Fund

Clackamas 911 (CCOM) (20)



Department Budget Summary by Fund

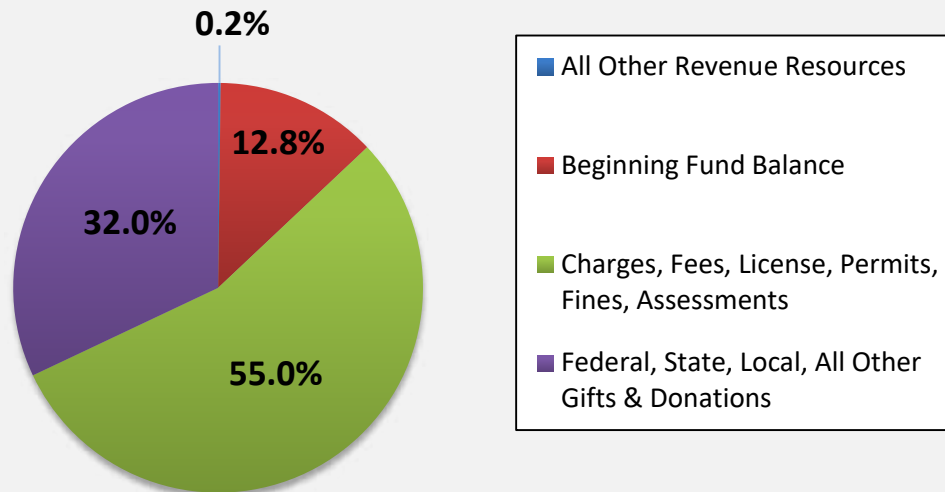
<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog #</i>	FTE	911 Center Fund 605	ARPA Fund 230*	Total Budget	General Fund Support in Budget**
Clackamas 911 Services						
Clackamas 911	200101	57.0	12,207,755		12,207,755	
TOTAL		57.0	12,207,755		12,207,755	
FY 21-22 Budget						
		56.0	12,174,258	153,977	12,328,235	
\$ Increase (Decrease)		1.0	33,497	(153,977)	(120,480)	
% Increase (Decrease)		1.8%	0.3%	-100.0%	-1.0%	

* FY21-22 ARPA budget includes \$153,977 for ARPA Essential Pay.

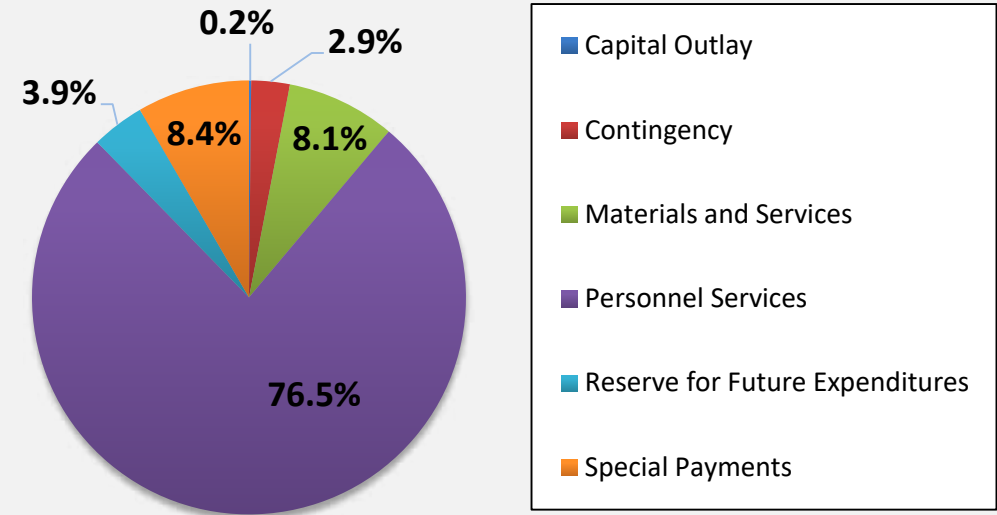
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY22-23 Revenue and Expense

Revenues



Expenses



Summary of Revenue & Expenses

Clackamas 911 - (20)

Summary of Revenue and Expense

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,737,546	1,473,385	1,429,401	1,455,432	1,558,600	129,199	9%
Federal, State, Local, All Other Gifts & Donations	2,151,293	3,063,483	4,300,646	4,181,975	3,909,794	(390,852)	-9%
Charges, Fees, License, Permits, Fines, Assessments	6,266,834	6,405,357	6,573,488	6,473,355	6,714,661	141,173	2%
All Other Revenue Resources	34,808	29,407	24,700	24,700	24,700	-	-
Operating Revenue	8,452,935	9,498,247	10,898,834	10,680,030	10,649,155	(249,679)	-2%
Total Revenue	10,190,481	10,971,632	12,328,235	12,135,462	12,207,755	(120,480)	-1%
Personnel Services	7,318,725	8,245,773	8,589,610	8,329,984	9,342,937	753,327	9%
Materials and Services	867,385	944,486	1,346,466	1,294,562	990,361	(356,105)	-26%
Capital Outlay	245,384	8,658	20,000	6,409	20,000	-	-
Operating Expenditure	8,431,494	9,198,917	9,956,076	9,630,955	10,353,298	397,222	4%
Special Payments	285,602	317,283	1,045,000	945,907	1,023,100	(21,900)	-2%
Reserve for Future Expenditures	-	-	717,825	-	481,357	(236,468)	-33%
Contingency	-	-	609,334	-	350,000	(259,334)	-43%
Total Expense	8,717,096	9,516,200	12,328,235	10,576,862	12,207,755	(120,480)	-1%
Ending Fund Balance Restricted	-	-	-	1,558,600	-	-	-
Revenue Less Expense*	1,473,385	1,455,432	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	53.8	53.8	56.0	56.0	57.0	1.0	2%

*FY21-22 ARPA funding of \$153,977 is shown in Personnel Services expense category.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
Recruitment of new employees: Open recruitments yield far fewer candidates for open positions. We have been in a perpetual state of recruitment for the past 5 years.	CCOM has been in a perpetual state of recruitment, hiring and training since 2018. Pause in recruitment in 2017-2018 still evident today.
Retention of existing employees: Several factors at play here: 1) Intensity of callers has increased over last 3 years, increasing workload stress 2) Field resources to respond to 911 callers continues to decrease. 3) Childcare for shift-workers and home ownership ability inside Oregon is a complex landscape, resulting in employees moving out of state. 4) Lack of a settled labor contract means that wages have been stalled since June 2021.	Attrition rate has increased significantly among CCOM employees due to stressful nature of the work and inability to meet family care needs for childcare & home ownership.
Inability to reduce overtime: 1) CCOM is 6 positions short of the recommended level of staffing for both call-volume and population of the county. 2) All hours “off the floor” result in overtime (training hours, employee leave time) 3) Length of training process from Call-Taker to Dispatcher is lengthy which means people hired today have zero impact on the actual coverage for 2+ years.	CCOM has reduced overtime in the following ways: 1) Change of schedule from 4-4 to 4-3 resulted in more straight time hours added to schedule, 2) Member Agencies have supported 1-2 positions per year added to our budget for last 7 years. 3) Have changed classification process between CT-D1 to retain employees, capable of certifying in 1-2 of the 3 areas. 4) This budget & labor contract proposes a part-time trial of 2-3 positions to be placed in high OT areas on schedule.
Inflation & cost of existing technologies	Impacts anticipated for 2023-2024 budget. Due to locked in contracts, significant inflationary increases not yet felt.

End of Presentation



Clackamas 911 (CCOM) (20)

Department Budget Summary by Fund

Line of Business		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
Program	Prog #	FTE	911 Center Fund 605	ARPA Fund 230*	Total Budget	General Fund Support in Budget**
Clackamas 911 Services						
Clackamas 911	200101	57.0	12,207,755		12,207,755	
TOTAL		57.0	12,207,755		12,207,755	
FY 21-22 Budget						
FY 21-22 Budget		56.0	12,174,258	153,977	12,328,235	
\$ Increase (Decrease)		1.0	33,497	(153,977)	(120,480)	
% Increase (Decrease)		1.8%	0.3%	-100.0%	-1.0%	

* FY21-22 ARPA budget includes \$153,977 for ARPA Essential Pay.

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



Clackamas 911 (20)

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.

Clackamas 911 (20)

Cheryl Bledsoe - Director

FTE 57

Total Budget \$ 12,207,755

General Fund Support \$ -

Clackamas 911 Services

Cheryl Bledsoe

Total Budget
\$12,207,755

Gen Fund \$0

Clackamas 911 Services

Cheryl Bledsoe

Total Budget
\$12,207,755

Gen Fund \$0



Clackamas 911 Services

Clackamas 911

Purpose Statement

The purpose of the Clackamas 911 Services line of business is to provide professional call processing, dispatching, technical and administrative services to the public, businesses and government agencies so they can have expedited and efficient access to public safety resources for emergency, non-emergency and life-critical events.

Performance Narrative

CCOM call-takers and dispatchers will meet or exceed industry standard call processing and dispatching benchmarks regularly and will seek continuous service improvements, consistent with "best practice" 911 service delivery organizations.

Key Performance Measurers

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	By 2021, CCOM will be staffed at least 95% of budgeted capacity	88%	94%	95%	88%	95%
Output	By 2021, Clackamas County callers will experience 6 dedicated call-takers on duty 10 hours per day, 4 days per week	3	5	6	5	6
Output	By 2023, CCOM will enhance its in-house Quality Improvement program that evaluates customer service for 2% of our call volume	N/A	0.50%	0.50%	1.00%	1.00%
Result	By 2025, CCOM call-takers and dispatchers will meet industry standard call processing benchmarks regularly for priority 1 Law calls (<= 105)	N/A	70.91%	80%	74.56%	80%
Result	By 2025, CCOM call-takers and dispatchers will meet industry standard call processing benchmarks regularly for priority 1 Fire/EMS calls (<= 64)	N/A	18.64%	80%	18.62%	80%
Result	By 2024, significant upgrades will be completed with computer, telephone and radio systems. The community will experience modern public communications equipment which position Public Safety agencies to expand with new technologies.	N/A	30%	50%	50%	75%

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 C-COM provides mandated 911 call-taking services, per state ORS Chapter 403. C-COM/Clackamas County also serves as the fiscal agent for grant funds for regional 911 projects throughout the Portland metro area.



Clackamas 911 Services

Clackamas 911

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,737,646	1,473,385	1,429,401	1,455,432	1,558,600	129,199	9.0%
Federal, State, Local, All Other Gifts & Donations	2,151,293	3,063,483	4,300,646	4,181,975	3,909,791	(390,855)	-9.1%
Charges, Fees, License, Permits, Fines, Assessments	6,266,834	6,405,357	6,573,488	6,473,355	6,714,664	141,176	2.1%
All Other Revenue Resources	34,808	29,407	24,700	24,700	24,700	-	0%
Operating Revenue	8,452,935	9,498,247	10,898,834	10,680,030	10,649,155	(249,679)	-2.3%
Total Revenue	10,190,581	10,971,632	12,328,235	12,135,462	12,207,755	(120,480)	-1.0%
Personnel Services	7,318,725	8,245,773	8,589,610	8,329,984	9,342,937	753,327	8.8%
Materials & Services	867,385	944,486	1,346,466	1,294,562	990,361	(356,105)	-26.4%
Capital Outlay	245,384	8,658	20,000	6,409	20,000	-	0%
Operating Expense	8,431,494	9,198,917	9,956,076	9,630,955	10,353,298	397,222	4.0%
Special Payments	285,602	317,283	1,045,000	945,907	1,023,100	(21,900)	-2.1%
Reserve for Future Expenditures	-	-	717,825	-	481,357	(236,468)	-32.9%
Contingency	-	-	609,334	-	350,000	(259,334)	-42.6%
Total Expense	8,717,096	9,516,200	12,328,235	10,576,862	12,207,755	(120,480)	-1.0%
Ending Fund Balance - Restricted				1,558,600	-		
Revenues Less Expenses	1,473,485	1,455,432	-	-	-	-	

Significant Issues and Changes

C800 Radio Project & Logging Recorder Projects Complete
 QA/QI Program Year 1 Complete
 Employee Turnover High Due to Retirements, Workload
 & Exiting Profession
 Facility Improvements focused on spacing needs. Facility
 continues to age and present issues



Juvenile Department

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

DESCRIPTION
Clackamas Recidivism Rate (19.08%) was 24% Lower than Statewide Average (25.10%) <ul style="list-style-type: none">• Of the 10 counties in Oregon with a population greater than 100,000, Clackamas County had the lowest recidivism rate.
Resiliency in Rising Above the 2nd Year of Covid-19 Challenges <ul style="list-style-type: none">• Commitment of our employees was once again demonstrated through their actions.• Continual coordination of many operational shifts needed while maintaining 24/7 operations and a high level of supervision, home visits, transports, and direct services to youth, families, and victims.
Awarded Technical Assistance for the “Whole Youth Initiative” <ul style="list-style-type: none">• Began working with Ceres Policy Research to implement this initiative to provide training to staff in order to better support juvenile justice-involved LGBTQ+ youth, develop anti-discriminatory, non-biased, and affirming policies and practices, and improve data collection.
100% of Juvenile Department Employees Received at Least 8 hours of equity, diversity, and inclusion training in 2021

Line of Business/Program	Results Measure		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Public Safety/ Assessment	95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs		95.40%	95%	95.20%	95%
Reformation/ Evaluation & Treatment	95% of youth on probation will have a case plan for services which addresses their individual risk and needs		92.40%	95%	100%	95%
Reformation/ Positive Youth Development	85% of youth will develop enhanced competencies and life skills by the time they are no longer involved with the Juvenile Department		90.76%	85%	91.34%	85%
Accountability/ Supervision Services	90% of youth are crime free a year after being on probation in the juvenile justice system		88.61%	90%	93.5%	90%
	30% of youth have increased protective factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure		52.31%	30%	40.90%	30%
Accountability/ Victim Services	87% of juvenile property crime victims report they feel respected and informed by Juvenile Department Staff		85.18%	87%	90.62%	87%
Administration/ Office of the Director	Juvenile recidivism is 19% or lower		22.56%	19%	19.08%	19%
Administration/ Policy, Performance & Research	100% of identified Performance Measures results are measured and reported		100%	100%	100%	100%

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Accountability	Supervision Services Program	\$2,484,269	92.9%	5.4%	State/Fed	84%	75%
	Victim Services Program	\$224,993	100%	0.0%	None	68%	100%
Public Safety	Assessment Program	\$2,048,619	83.7%	14.8%	State/Fed	74.1%	100%
	Custody Services Program	\$2,552,117	58.8%	35.9%	State	31.8%	100%
Reformation	Evaluation & Treatment Program	\$1,491,003	88.4%	11.6%	State/Fed	64%	100%
	Positive Youth Development Program	\$1,069,339	69.3%	30.2%	State/Fed	76.3%	100%
Administration	Office of the Director	\$1,369,418	98.7%	0.0%	None	85.8%	83%
	Policy, Performance & Research	\$629,119	100%	0.0%	None	100%	100%

Department Summary by Fund



Juvenile Department (26)

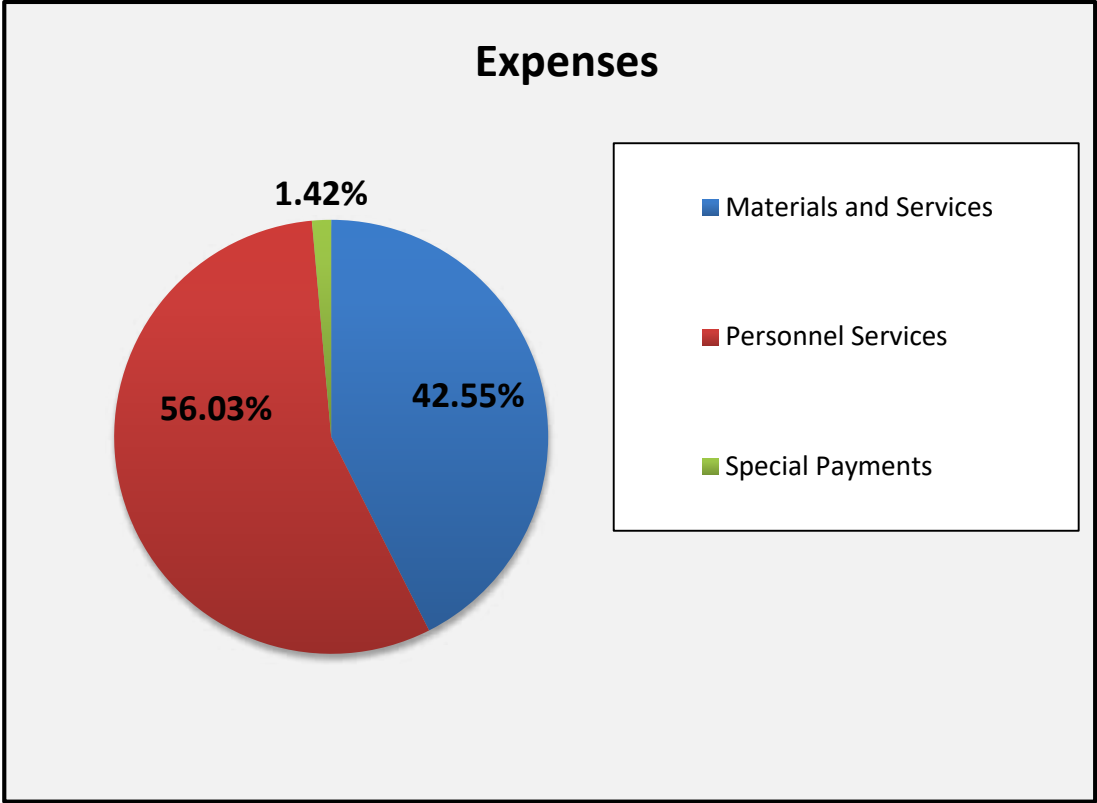
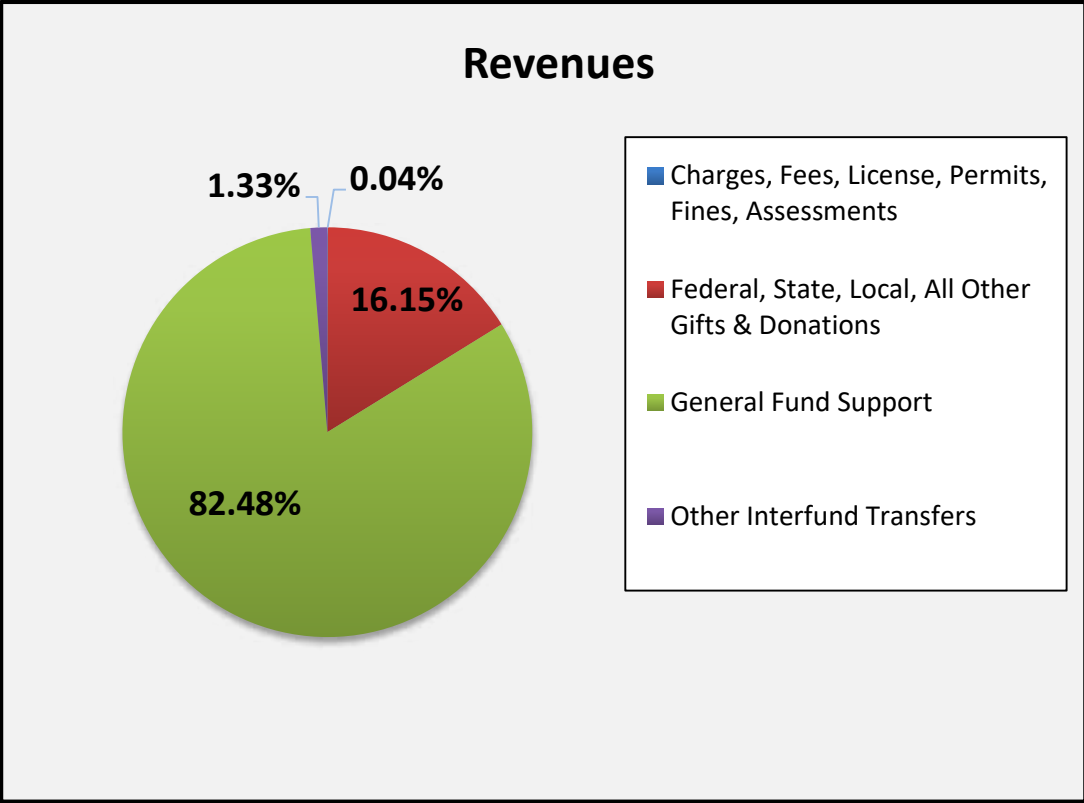
Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog#</i>	FTE	General Fund	ARPA* (230)	Total Budget	General Fund Support Included in Budget**
Administration						
Office of the Director	260101	4.7	1,369,418	-	1,369,418	1,350,974
Policy, Performance & Research	260102	3.3	629,119	-	629,119	629,119
Accountability						
Supervision Services	260202	13.0	2,484,269	-	2,484,269	2,308,105
Victim Services	260203	1.1	224,993	-	224,993	224,993
Public Safety						
Assessment	260302	8.3	2,048,619	-	2,048,619	1,715,333
Custody	260303	3.7	2,552,117	-	2,552,117	1,501,415
Reformation						
Evaluation & Treatment	260402	5.4	1,491,003	-	1,491,003	1,318,531
Positive Youth Development	260403	3.7	1,069,339	-	1,069,339	740,968
TOTAL		43.0	11,868,877	-	11,868,877	9,789,438
FY 21-22 Budget		45.0	11,396,441	91,845	11,488,286	9,597,489
\$ Increase (Decrease)		-2.0	472,436	-91,845	380,591	191,949
% Increase (Decrease)		-4.4%	4.1%	-100%	3.3%	2.0%

* FY21-22 ARPA Revenue of \$91,845 offset by same amount in Personnel Service expense category.

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

FY22-23 Revenue and Expenses



Summary of Revenue & Expenses

	Juvenile (26)						
	FY 19-20 Actuals	FY 20-21 Actuals	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	3,495,309	1,925,886	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations	2,087,989	1,633,989	1,721,587	1,459,595	1,916,521	194,934	11.3%
Charges, Fees, License, Permits, Fines, Assessments	8,872	1,265	4,524	4,524	4,524	-	0%
Other Revenues	1,914	200	-	-	-	-	0%
Other Interfund Transfers			164,686	164,686	158,394	-6,292	-3.8%
General Fund Support	9,352,149	8,014,815	9,597,489	9,597,489	9,789,438	191,949	2.0%
Operating Revenue	11,450,924	9,650,269	11,488,286	11,226,294	11,868,877	380,591	3.3%
Total Revenue	14,946,233	11,576,155	11,488,286	11,226,294	11,868,877	380,591	3.3%
Personnel Services	5,742,558	5,731,498	6,640,468	6,223,890	6,650,011	9,543	0.1%
Materials & Services	3,782,480	3,505,337	4,688,549	4,364,160	5,050,210	361,661	7.7%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expense	9,525,038	9,236,835	11,329,017	10,588,050	11,700,221	371,204	3.3%
Special Payments	-	45,362	159,268	104,060	168,656	9,388	5.9%
Transfers	3,495,309	1,875,886	-	-	-	-	0%
Total Expense	13,020,347	11,158,083	11,488,285	10,692,110	11,868,877	380,592	3.3%
Ending Fund Balance - Unrestricted				534,184			
Revenues Less Expenses	1,925,886	418,072	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	47.0	47.0	45.0	45.0	43.0	-2.0	-4.4%

*FY21-22 ARPA funding of \$91,845 is shown in Personnel Services expense category.

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

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
Moving out of the Covid-19 pandemic, youth have and are returning to schools with diminished, underdeveloped, and/or unmet social-emotional needs	<ul style="list-style-type: none">• Unknown at this time• Anticipated that more impacts will surface, and many unmet behavioral health needs will lead to more youth becoming involved in the juvenile justice system
Increases in Contracted Juvenile Detention Bed Costs	<ul style="list-style-type: none">• Will likely require more General Fund support at a time when the County has many other demands on its general fund, or a reduction in detention bed capacity which may impact public safety in the future

End of Presentation



Juvenile Department (26)

Department Budget Summary by Fund

Line of Business		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
Program	Prog#	FTE	General Fund	ARPA* (230)	Total Budget	General Fund Support Included in Budget**
Administration						
Office of the Director	260101	4.7	1,369,418	-	1,369,418	1,350,974
Policy, Performance & Research	260102	3.3	629,119	-	629,119	629,119
Accountability						
Supervision Services	260202	13.0	2,484,269	-	2,484,269	2,308,105
Victim Services	260203	1.1	224,993	-	224,993	224,993
Public Safety						
Assessment	260302	8.3	2,048,619	-	2,048,619	1,715,333
Custody	260303	3.7	2,552,117	-	2,552,117	1,501,415
Reformation						
Evaluation & Treatment	260402	5.4	1,491,003	-	1,491,003	1,318,531
Positive Youth Development	260403	3.7	1,069,339	-	1,069,339	740,968
TOTAL		43.0	11,868,877	-	11,868,877	9,789,438
FY 21-22 Budget		45.0	11,396,441	91,845	11,488,286	9,597,489
\$ Increase (Decrease)		-2.0	472,436	-91,845	380,591	191,949
% Increase (Decrease)		-4.4%	4.1%	-100.0%	3.3%	2.0%

* FY21-22 ARPA Revenue of \$91,845 offset by same amount in Personnel Service expense category.

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



Juvenile Department (26)

Department Mission

The mission of the Clackamas County Juvenile Department is to provide equitable juvenile justice, family support, intervention, and reformation services to youth so they can repair harm to victims, experience positive change, and contribute to a safe, healthy, and secure community.

Juvenile Department (26) Christina McMahan - Director FTE 43.00 Total Budget \$11,868,878 General Fund Support \$9,789,439			
Administration Christina McMahan Total Budget \$1,998,537 Gen Fund \$ 1,980,093	Accountability Kirsten Gloeckner Total Budget \$2,709,262 Gen Fund \$ 2,533,098	Public Safety Kirsten Gloeckner Total Budget \$4,600,736 Gen Fund \$ 3,216,748	Reformation Kirsten Gloeckner Total Budget \$2,560,342 Gen Fund \$ 2,059,499
Office of the Director Christina McMahan FTE 4.70 Total Budget \$1,369,418 Gen Fund \$ 1,350,974	Supervision Services Kathryn Anderson / Vacant-Juv Dept Supervisor FTE 12.95 Total Budget \$2,484,269 Gen Fund \$ 2,308,105	Assessment Alice Perry / Vacant-Juv Dept Supervisor FTE 8.30 Total Budget \$2,048,619 Gen Fund \$ 1,715,333	Evaluation & Treatment Kathryn Anderson / Vacant-Juv Dept Supervisor FTE 5.35 Total Budget \$1,491,003 Gen Fund \$ 1,318,531
Policy Performance & Research Kirsten Gloeckner FTE 3.25 Total Budget \$629,119 Gen Fund \$ 629,119	Victim Services Kathryn Anderson FTE 1.10 Total Budget \$224,993 Gen Fund \$ 224,993	Custody Alice Perry FTE 3.65 Total Budget \$2,552,117 Gen Fund \$ 1,501,415	Positive Youth Development Alice Perry FTE 3.70 Total Budget \$1,069,339 Gen Fund \$ 740,968



Administration

Office of the Director

Purpose Statement

The purpose of the Office of the Director program is to provide strategic direction, leadership, resource management, administrative support, promote community engagement and collaboration, and continuous quality improvement services for the Juvenile Department so it can foster and sustain a high performance, responsive, and customer-focused culture and organization that contributes to community safety by effectively preventing and intervening in juvenile delinquency.

Performance Narrative Statement

The Juvenile Department works to hold youth involved with the Juvenile Justice System accountable, provide reformation opportunities, and promote public safety. The Director's Office program provides the Juvenile Department with the policy, program, fiscal and strategic direction to achieve its mission to provide equitable juvenile justice, family support, intervention, and reformation services to youth so they can repair harm to victims, experience positive change, and contribute to a safe, healthy, and secure community. The Director's Office program monitors the daily operations of an agency that promotes community safety through supervision and treatment resources to youth to address the underlying issues and problems that drive delinquency. It is the role of the Director's Office program to hold the Department accountable to county residents, the Board of County Commissioners and system partners. The Director's Office program oversees administrative functions that support our direct service work. The Administrative Services team provides fiscal management of our county, local, state, and federal funds. The Director's Office program works to enhance community engagement and create strategic and functional partnerships. It also provides leadership and direction in the areas of policy, performance, program evaluation, research, and the implementation of best practices.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	Juvenile recidivism is 19% or lower ₁	23.81%	22.56%	19.00%	19.08%	19.00%
Result	70% of identified Strategic Results were achieved	22.22%	33.33%	70.00%	77.82% ₂	70.00%
Result	100% of employees receive a performance evaluation annually that aligns with the department's strategic plan	100.00%	100.00%	100.00%	87.50%	100.00%
Result	100% of employees receive at least 12 hours of training annually that support them in their roles in the Juvenile Department as well as their professional development	100.00%	94.40%	100.00%	100.00%	100.00%
Result	100% of employees receive at least 8 hours of "diversity, equity, and inclusion training" annually	NA ₃	63.90%	100.00%	100.00%	100.00%
Result	98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system	98.12%	99.36%	98.00%	98.86%	98.00%

₁In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2020, but is tracked for the following Calendar Year of 2021, and then reported annually in March of the 2022. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2020), and no new data will be entered until March of year 2023 (and will represent results for youth closed in 2021). Additionally, CCJD met the desired strategic result for juvenile recidivism for Calendar Year 2020 (reported in 2022). Also, the juvenile recidivism rate for the County (19.08%) was lower than the statewide juvenile recidivism rate of 25.1%.

₂Please note 7 out of 9 of our Strategic Results have been achieved. This is significant improvement from last year (33.33% achieved), which speaks to the dedication of the CCJD staff despite the challenges when operating during a global pandemic.

₃New Measure added to our Updated Strategic Business Plan. Data collection started in Calendar Year 2020 and was first reported in the FY 21-22 Budget Process in the spring of 2021.

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 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

Office of the Director

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	3,495,309	425,716	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations ¹	21,472	5,987	105,765	91,845	13,920	(91,845)	-86.8%
Charges, Fees, License, Permits, Fines, Assessments	4,525	-	4,524	4,524	4,524	-	0%
All Other Revenue Resources	1,864	200	-	-	-	-	0%
Other Interfund Transfers	20,082	-	17,499	17,499	-	(17,499)	-100.0%
General Fund Support	1,550,105	2,102,997	1,431,456	1,414,708	1,350,974	(80,482)	-5.6%
Operating Revenue	1,598,048	2,109,184	1,559,244	1,528,576	1,369,418	(189,827)	-12.2%
Total Revenue	5,093,357	2,534,900	1,559,244	1,528,576	1,369,418	(189,827)	-12.2%
Personnel Services ²	920,256	970,346	957,472	876,004	792,502	(164,970)	-17.2%
Materials & Services	252,076	183,673	601,771	621,300	576,916	(24,855)	-4.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,172,332	1,154,019	1,559,244	1,497,304	1,369,418	(189,825)	-12.2%
Special Payments	-	-	-	-	-	-	0%
Transfers	3,495,309	1,875,886	-	-	-	-	0%
Total Expense	4,667,641	3,029,905	1,559,244	1,497,304	1,369,418	(189,827)	-12.2%
Ending Fund Balance - Unrestricted				31,272			
Revenues Less Expenses	425,716	(495,005)	-	-	-	-	

Significant Issues and Changes

¹ Federal, State, Local, All Other Gifts & Donations revenue decreases due to the department receiving \$91,845f from the American Rescue Plan (ARPA) funding for the Essential Employee Award one-time-only personnel cost in FY21-22.

² Personnel Services decreased due to the reduction of one-time-only ARPA funding for the Essential Employee Award, and the realignment of personnel expense to the Assessment and Custody Service Programs for increased relief staffing cost associated with the market study conducted by Human Resources.



Administration

Policy, Performance & Research

Purpose Statement

The purpose of the Policy, Performance and Research Program is to provide strategic analysis, data reporting, planning, and comprehensive evaluation services to the Juvenile Department so it can measure the effectiveness of department programs, services, policies, operating procedures, and coordination of operational improvement projects and align its services with its mission and desired strategic results.

Performance Narrative Statement

The Policy, Performance and Research Program (PPRP) establishes criteria to identify and measure quality, effectiveness and compliance. It develops, recommends and tracks department performance measures and evaluates performance in relation to department goals and budget. The PPRP supports Department wide planning efforts by: providing recommendations on organizational improvement methods based on evidence based practices; proposing implementation options; developing and recommending methods to improve operations; and developing processes for systematic organizational improvement. PPRP staff prepare comprehensive reports and presentations, including submissions/reporting to outside agencies, department leadership and staff. Program staff lead and facilitate planning meetings with cross-functional and interdisciplinary teams to identify organizational and system improvements. The Policy, Performance and Research Program provides strategic analysis, planning and support to several key initiatives, both internal and multidisciplinary, such as the Clackamas County Multi-System Collaboration Advisory Council, the Evidence-Based Decision-Making Platform Team, and the Clackamas County Crossover Youth Practice Model Initiative.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	100% of identified Strategic Results are measured and reported	66.67%	100.00%	100.00%	100.00%	100.00%
Result	100% of identified Performance Measures results are measured and reported	75.00%	100.00%	100.00%	100.00%	100.00%

Program includes:

Mandated Services ☒ Y

Shared Services ☒ Y

Grant Funding ☐ N

Explain all "Yes" boxes below

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

Policy, Performance & Research

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	29,981	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations	11,279	44,433	-	-	-	-	0%
Charges, Fees, License, Permits, Fines, Assessments	-	1,265	-	-	-	-	0%
General Fund Support	398,784	332,444	733,737	733,737	629,119	(104,618)	-14.3%
Operating Revenue	410,063	378,143	733,737	733,737	629,119	(104,618)	-14.3%
Total Revenue	410,063	408,123	733,737	733,737	629,119	(104,618)	-14.3%
Personnel Services ¹	333,979	308,876	646,871	531,594	541,627	(105,244)	-16.3%
Materials & Services	46,103	68,008	86,865	86,859	87,492	627	0.7%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expense	380,082	376,884	733,737	618,453	629,119	(104,617)	-14.3%
Total Expense	380,082	376,884	733,737	618,453	629,119	(104,618)	-14.3%
Ending Fund Balance - Unrestricted				115,284			
Revenues Less Expenses	29,981	31,238	-	-	-	-	

Significant Issues and Changes

¹ Personnel/FTE Changes: Reduced a vacant 1.0 FTE Policy Performance & Research Analyst to address budgetary shortfall.



Accountability Supervision Services

Purpose Statement

The purpose of the Supervision Services Program is to provide intervention, accountability, compliance monitoring, and support services to youth referred to the Department so they can understand the impact of their actions, repair harm, successfully complete supervision, and stop committing offenses.

Performance Narrative Statement

The Juvenile Department seeks to provide an appropriate level of intervention and supervision to youth who participate in a diversion program, are placed on a formal accountability agreement, have cases pending in Juvenile Court, or those placed on formal court probation. The level of supervision youth receive is based on a variety of factors that includes a comprehensive assessment conducted by Juvenile Counselors, additional evaluation by community partners if deemed appropriate, followed by referrals to Juvenile Department programs 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 case management 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	95% of youth successfully complete their restitution obligation	88.57%	83.78%	95.00%	83.72%	95.00%
Result	95% of youth are crime free a year after participation in diversion in the juvenile justice system ₁	93.78%	90.73%	95.00%	92.40%	95.00%
Result	95% of youth are crime free a year after being on a formal accountability agreement with the juvenile justice system ₁	87.59%	84.84%	95.00%	95.40%	95.00%
Result	90% of youth are crime free a year after being on probation in the juvenile justice system ₁	94.73%	88.61%	90.00%	93.50%	90.00%
Result	30% of youth have increased protective factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure	40.51%	52.31%	30.00%	40.90%	30.00%
Result	65% of youth have decreased risk factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure	62.03%	67.69%	65.00%	61.40%	65.00%
Result	80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department	64.28%	60.00%	80.00%	85.71% ₂	80.00%
Result	70% of youth report they are respected and involved in their reformation	80.00%	41.67%	70.00%	80.64% ₂	70.00%

₁In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2020, but is tracked for the following Calendar Year of 2021, and then reported annually in March of the 2022. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2020), and no new data will be entered until March of year 2023 (and will represent results for youth closed in 2021).

₂Additional methods were implemented this year, with goal of increasing response rate. That was proven to be successful. Additionally with the increase of completed surveys, CCJD exceeded the desired strategic result for the first year since implementation.

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.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 and Medicaid Reimbursement through Oregon, Department of Human Services is used to fund Short-Term Residential Placement Services - Title IV-E: \$16,052, and net Medicaid Reimbursements: \$26,320; Juvenile Crime Prevention (JCP) from State of Oregon Department of Education \$45,284 is used to fund community-based diversion programs in this program.



Accountability

Supervision Services

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	477,279	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations ¹	521,577	243,756	126,511	133,801	176,164	49,653	39.2%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	0%
All Other Revenue Resources	50	-	-	-	-	-	0%
General Fund Support	1,920,767	1,618,170	2,360,338	2,360,338	2,308,105	(52,233)	-2.2%
Operating Revenue	2,442,394	1,861,926	2,486,849	2,494,139	2,484,269	(2,580)	-0.1%
Total Revenue	2,442,394	2,339,205	2,486,849	2,494,139	2,484,269	(2,580)	-0.1%
Personnel Services	1,409,889	1,527,892	1,733,206	1,704,633	1,723,785	(9,421)	-0.5%
Materials & Services	555,225	425,082	753,643	648,803	760,484	6,841	0.9%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,965,115	1,952,974	2,486,849	2,353,436	2,484,269	(2,580)	-0.1%
Total Expense	1,965,115	1,952,974	2,486,849	2,353,436	2,484,269	(2,580)	-0.1%
Ending Fund Balance - Unrestricted				140,703			
Revenues Less Expenses	477,279	386,230	-	-	-	-	

Significant Issues and Changes

¹ Federal, State, Local, All Other Gifts & Donations increased due to changes in the department's 2021-2023 Biennium state funds, which were not known at the time of the FY21-22 budget submission.



Accountability

Victim Services

Purpose Statement

The purpose of the Victim Services Program is to provide restorative engagement services to victims and youth, so victims can be notified of court proceedings, youth pay and victims receive court-ordered restitution, and both can feel respected throughout the process.

Performance Narrative Statement

The Victim Services Program is committed to responding effectively to the needs and concerns of community members who are the victims of crimes committed by juveniles. It is important that we understand what harm victims have experienced and how we can respond in ways that are helpful and meaningful to them. Our primary goal through the Victim Services Program is to reach out to crime victims in order to effectively respond to, and serve, their interests. Additionally, it is our intent to gain an understanding of the harm they have experienced and to have those impacts help shape how the youth is held accountable, both to them and to the community. These responses may include things like restitution, notifications of court proceedings, receiving a letter of responsibility, community service, and Restorative Dialogues (formerly known as Victim Offender Dialogues).

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff	80.95%	85.18%	87.00%	90.62%	87.00%
Result	80% of property crime victims will be initially contacted to inform them of Victim Offender Dialogue services	95.80%	87.50%	80.00%	94.11%	80.00%

Program includes:

Mandated Services ☒ Y

Shared Services ☒ Y

Grant Funding ☐ N

Explain all "Yes" boxes below

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



Accountability

Victim Services

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	57,751	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations	18,105	-	-	-	-	-	0%
General Fund Support	214,094	215,562	214,019	214,019	224,993	10,974	5.1%
Operating Revenue	232,199	215,562	214,019	214,019	224,993	10,974	5.1%
Total Revenue	232,199	273,313	214,019	214,019	224,993	10,974	5.1%
Personnel Services	146,341	139,454	118,491	118,492	127,535	9,044	7.6%
Materials & Services	28,108	30,092	40,319	60,202	37,555	(2,764)	-6.9%
Operating Expenditure	174,449	169,546	158,810	178,694	165,090	6,280	4.0%
Special Payments	-	-	55,209	27,605	59,903	4,693	8.5%
Total Expense	174,449	169,546	214,019	206,299	224,993	10,974	5.1%
Ending Fund Balance - Unrestricted				7,720			
Revenues Less Expenses	57,751	103,767	-	-	-	-	



Public Safety Assessment

Purpose Statement

The purpose of the Assessment Program is to provide assessment services to youth referred to the Department so they can be matched with the appropriate level of monitoring and services.

Performance Narrative Statement

The Clackamas County Juvenile Department manages the Juvenile Intake and Assessment Center (JIAC) which is a twenty-four hour/seven day a week assessment center. The JIAC provides a temporary holding facility for youth in custody allowing law enforcement to return to their patrol duties in a timely manner. JIAC staff conduct intake assessments, screen for community safety and arrange for appropriate release. All youth brought to the JIAC are screened for issues related to physical health, substance use, mental health issues, and suicide and self-harming behaviors. More in depth screenings for substance abuse, suicide, violence and self-injury are conducted as necessary. Youth posing community safety concern or flight risk may be placed in juvenile detention. JIAC staff coordinate services with other agencies and develop comprehensive plans which focus on community safety as well as the immediate needs of the youth. The Juvenile Department's involvement with the Student Threat Assessment Initiative and 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. Assessment services are also provided by the Juvenile Department's Juvenile Counselors assigned to pre-adjudication and probation case management and the contracted diversion program provider.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs	88.60%	95.40%	95.00%	95.20%	95.00%

Program includes:

Mandated Services ☒

Shared Services ☒

Grant Funding ☒

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page 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. **Grant Funding:** Juvenile Crime Prevention (JCP) from State of Oregon Department of Education \$90,568 is used to fund community-based diversion programs in this program; Title IV-E and Medicaid Reimbursement through Oregon, Department of Human Services is used to fund Short-Term Residential Placement Services - Title IV-E: \$32,106, and net Medicaid Reimbursements: \$66,900.



Public Safety

Assessment

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	283,970	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations ¹	23,769	10,495	219,406	110,498	308,860	89,454	40.8%
Other Interfund Transfers	-	24,426	24,426	24,426	24,426	-	0%
General Fund Support	1,705,948	1,145,283	1,621,872	1,621,872	1,715,333	93,461	5.8%
Operating Revenue	1,729,717	1,180,204	1,865,704	1,756,796	2,048,619	182,915	9.8%
Total Revenue	1,729,717	1,464,174	1,865,704	1,756,796	2,048,619	182,915	9.8%
Personnel Services	983,864	1,028,030	1,257,968	1,147,709	1,325,030	67,062	5.3%
Materials & Services ²	461,883	426,824	607,736	493,770	723,589	115,853	19.1%
Operating Expenditure	1,445,747	1,454,854	1,865,704	1,641,479	2,048,619	182,915	9.8%
Total Expense	1,445,747	1,454,854	1,865,704	1,641,479	2,048,619	182,915	9.8%
Ending Fund Balance - Unrestricted				115,317			
Revenues Less Expenses	283,970	9,319	-	-	-	-	

Significant Issues and Changes

¹ Federal, State, Local, All Other Gifts & Donations increased due to changes in the department's 2021-2023 Biennium state funds, which were not known at the time of the FY21-22 budget submission.

² Materials & Services increased due to grant-funded contract for \$106,602 to fund one-time-only school-based pilot program to address substance abuse/behavioral health issues.



Public Safety

Custody

Purpose Statement

The purpose of the Custody Program is to provide safety, security, supervision, and transportation services to in-custody youth so they can be safe and commit no crimes while in custody.

Performance Narrative Statement

The Custody Program includes detention services and the in-custody court transports. Clackamas County youth who are placed in detention are housed at the Donald E. Long Home detention facility in Portland, Oregon. The Juvenile Department has a contract that provides for the health, security and safety needs of the youth in the facility. Youth who are charged within the Adult Court are also held in detention under this contract. One bed is paid for by the Clackamas County Sheriff's Office for youth being waived to Adult Court. The Juvenile Department is responsible for transporting in-custody youth to and from the Donald E. Long Home detention facility to Court.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	Zero in-custody youth file a complaint that is a substantiated Prison Rape Elimination Act (PREA) violation	0.00%	0.00%	0.00%	0.00%	0.00%
Result	Less than 5% of youth admissions lodged in detention are involved in an incident report regarding personal injury	2.16%	2.70%	5.00%	0.00%	5.00%

Program includes:

Mandated Services ☒

Shared Services ☒

Grant Funding ☒

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page 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, Oregon Youth Authority - JCP Basic: \$ 494,801, JCP Diversion: \$419,953.



Public Safety

Custody Services

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	65,719	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations	990,200	986,314	914,754	914,754	916,734	1,980	0.2%
Other Interfund Transfers	116,070	119,420	122,761	122,761	133,968	11,207	9.1%
General Fund Support ¹	1,185,827	942,338	1,177,440	1,177,440	1,501,415	323,975	27.5%
Operating Revenue	2,292,097	2,048,072	2,214,955	2,214,955	2,552,117	337,162	15.2%
Total Revenue	2,292,097	2,113,791	2,214,955	2,214,955	2,552,117	337,162	15.2%
Personnel Services ¹	586,067	550,266	531,949	469,635	720,491	188,542	35.4%
Materials & Services ²	1,640,311	1,672,048	1,683,006	1,685,780	1,831,626	148,620	8.8%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expense	2,226,378	2,222,314	2,214,955	2,155,415	2,552,117	337,162	15.2%
Total Expense	2,226,378	2,222,314	2,214,955	2,155,415	2,552,117	337,162	15.2%
Ending Fund Balance - Unrestricted				59,540			
Revenues Less Expenses	65,719	(108,523)	-	-	-	-	

Significant Issues and Changes

¹ County General Fund increased due to the following: Personnel expenses increased due to a realignment of personnel expense from Office of the Director for increased relief staffing cost associated with the market study conducted by Human Resources, the realigning of 0.6 FTE to support the program, and COLA for FY22-23.

² Increased Materials & Services cost for the 13 contracted juvenile detention beds. Due to an increase in the daily bed rate, the contract increased by \$145,672.



Reformation

Evaluation & Treatment

Purpose Statement

The purpose of the Evaluation and Treatment Services Program is to provide targeted evaluation services, treatment referrals and skills groups referrals, and individualized case planning services to youth referred to the Department so they can successfully complete individualized case plan goals that promote positive change.

Performance Narrative Statement

The Clackamas County Juvenile Department assigns cases to Juvenile Counselors based on the nature and severity of the offense, as well as the youth's risk to reoffend, as determined by a validated Juvenile Crime Prevention Risk Assessment, which is part of a comprehensive assessment completed after a youth is referred to the Department for a crime. The outcome of the initial assessment, coupled with interviews of individuals involved in a youth's life, inform the decisions of the Juvenile Counselor regarding the need for further evaluation and treatment through community partners. This includes services that address mental health needs, drug and alcohol dependence, individual and family counseling needs, and offense specific treatment services. The role of the Juvenile Counselor in the youth and family's lives ensures that youth have opportunities to progress through services provided by community partners and are able to apply the skills they have learned in a variety of community settings. Juvenile Counselors develop strong working relationships with community partners to ensure youth have strong support systems as they progress through their specific treatment and intervention plans.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	95% of youth on probation will have a case plan for services which addresses their individual risk and needs	95.92%	92.40%	95.00%	100.00%	95.00%
Result	85% of identified youth successfully complete Sex Offense Specific Treatment	100.00%	100.00%	85.00%	100.00%	85.00%

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.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 and Medicaid Reimbursement through Oregon, Department of Human Services is used to fund Short-Term Residential Placement Services - Title IV-E: \$32,106, and net Medicaid Reimbursements: \$54,080. Oregon Youth Authority Individualized Services funding of \$33,107 is used for Juvenile Sex Offender Treatment.



Reformation

Evaluation & Treatment

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	142,529	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	96,430	61,439	159,057	75,129	172,472	13,415	8.4%
General Fund Support	1,378,777	1,159,432	1,380,874	1,380,874	1,318,531	(62,343)	-4.5%
Operating Revenue	1,475,207	1,220,871	1,539,931	1,456,003	1,491,003	(48,928)	-3.2%
Total Revenue	1,475,207	1,363,400	1,539,931	1,456,003	1,491,003	(48,928)	-3.2%
Personnel Services	810,651	807,622	850,375	822,254	787,948	(62,427)	-7.3%
Materials & Services	522,027	437,056	585,497	492,947	594,302	8,805	1.5%
Operating Expenditure	1,332,678	1,244,678	1,435,872	1,315,201	1,382,250	(53,622)	-3.7%
Special Payments	-	45,362	104,060	76,455	108,753	4,693	4.5%
Total Expense	1,332,678	1,290,040	1,539,931	1,391,656	1,491,003	(48,929)	-3.2%
Ending Fund Balance - Unrestricted				64,347			
Revenues Less Expenses	142,528	73,361	-	-	-	-	



Reformation

Positive Youth Development

Purpose Statement

The purpose of the Positive Youth Development Program is to provide skill building opportunities, competency development, and community connection services to youth so they can experience positive change, 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.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	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	78.48%	81.54%	85.0%	84.30%	85.0%
Result	85% of youth develop enhanced competencies and life skills by the time they are no longer involved with the Juvenile Department	81.01%	90.76%	85.0%	91.34%	85.0%

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; Metro \$52,094; Juvenile Crime Prevention (JCP) from State of Oregon Department of Education \$90,568 is used to fund community-based diversion programs in this program.



Reformation

Positive Youth Development

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	442,941	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations ¹	405,158	281,566	196,094	133,568	328,371	132,277	67.5%
Charges, Fees, License, Permits, Fines, Assessments	4,348	-	-	-	-	-	0%
General Fund Support	861,693	354,742	677,753	694,501	740,968	63,215	9.3%
Operating Revenue	1,271,198	636,308	873,847	828,069	1,069,339	195,492	22.4%
Total Revenue	1,271,198	1,079,249	873,847	828,069	1,069,339	195,492	22.4%
Personnel Services	551,511	399,011	544,135	553,570	631,093	86,958	16.0%
Materials & Services ²	276,747	262,553	329,712	274,499	438,246	108,534	32.9%
Operating Expenditure	828,258	661,564	873,847	828,069	1,069,339	195,492	22.4%
Total Expense	828,258	661,564	873,847	828,069	1,069,339	195,492	22.4%
Revenues Less Expenses	442,940	417,685	-	-	-	-	

Significant Issues and Changes

¹ Federal, State, Local, All Other Gifts & Donations revenue increased due to the following:

- a) Changes in the department's 2021-2023 Biennium state funds, which were not known at the time of the FY21-22 budget submission.
- b) Federal Department of Justice grant that previously had been frozen pending litigation.

² Materials & Services increased due to grant-funded contract for \$106,602 to fund one-time-only school-based pilot program to address substance abuse/behavioral health issues.



Resolution Services

FY 22-23 BUDGET PRESENTATION



FY 21-22 Major Accomplishments

AREA	DESCRIPTION
Client Relationship Management Platform	Adopted Clio Client Relationship Management (CRM) software beginning July 1, 2021. This case management system allows clients to schedule appointments and register for classes and pay online, and to communicate easily with staff/mediators throughout their service experience. All Resolution Services staff utilize this web-based platform which provides continuous and reliable access. Our decades old Access database was retired with the ability to search for historical client service information.
Remote Service Delivery	We now serve clients remotely with the help of Clio CRM and Zoom Meeting platforms. The benefit to our clients includes time savings, flexibility, and ease of access to information and meetings.
Improved Accounting Systems	Clio CRM tracks billing and payment information. New CC Finance systems have improved budgeting and accounting workflows. These new systems allow for efficiencies in time and labor.
Intercultural Competency Development	Increased intercultural competency of Resolution Services staff after one year of committed activity toward this goal. CCRS is also working with all CC department directors using the intercultural Diversity Inventory (IDI), a survey tool designed to increase competencies in intercultural awareness and responsiveness.
Eviction Avoidance Mediation Project	The Oregon Office for Community Dispute Resolution (OOCDR) has identified Clackamas County Resolution Services as one of five community mediation centers around the state to participate in an Eviction Demonstration Project beginning this spring. This one-year effort is being funded by Oregon Housing and Community Services (OHCS) and will be allocated through and managed by OOCDR as part of our existing community mediation grant. This opportunity is the result of several years of advocacy by a number of community partners for state funded eviction mediation services.
Requests for Service	Increased number of full service Family Law Clinic cases over the past few years since implementation Increased intra-County requests for workplace and facilitation services to departments. Increased case referrals from DHS for Adoption/Guardianship cases
Employee Engagement Survey	Improved internal department information and communication; improved work/life balance (as measured on CC Employee Engagement Survey).

Line of Business/Program	Results Measure		FY 19-20 Actual	FY 20-21 Target	FY 21-22 Projected Performance	FY 22-23 Target
Conflict Resolution and Skill Development	Mediation clients agree that they believe having mediation available through Resolution Services is valuable		99%	70%	95%	95%
	% Mediation clients agree they feel respected in consideration of their age, race, gender, and other cultural identities		94%	80%	95%	95%
	Mediation clients agree that after participating in mediation, stress about this conflict has decreased		80%	75%	75%	75%
	% Mediation clients agree that they feel confident they could handle a similar conflict in the future, either on their own or with the help of a mediator		92%	60%	75%	80%

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds (\$Million)	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Resolution Services	Conflict Resolution & Skill Development	\$1,409,617	45%	41.7%	State & County	100%	100%

Department Summary by Fund



Resolution Services (28)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23		FY 22-23	FY 22-23
<i>Program</i>		<i>Prog #</i>	FTE	General Fund (100)	Total Budget
Resolution Services					
Conflict Resolution and Skill Development		280101	6.2	1,409,617	1,409,617
TOTAL			6.2	1,409,617	1,409,617
FY 21-22 Budget			6.8	1,469,894	1,469,894
\$ Increase (Decrease)			(0.6)	(60,277)	(60,277)
% Increase (Decrease)			-9.6%	-4.1%	-4.1%

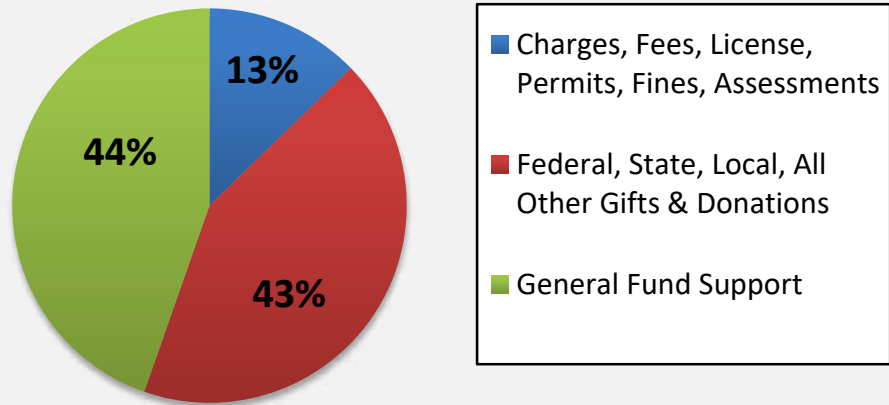
FY 22-23
General Fund Support in Budget**
629,113
629,113

616,777
12,336
2.0%

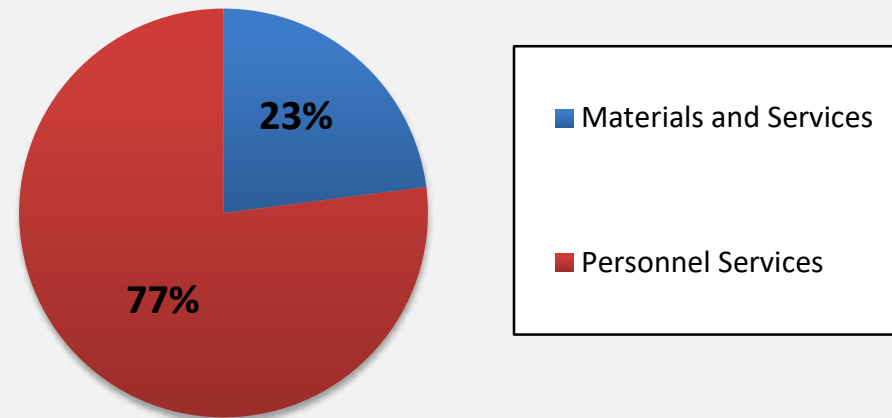
** General Fund support is the subsidy of unrestricted revenue, net of any other revenue received by the department.

FY 22-23 Revenues and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Resolution Services - General Fund 100 (28)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	45,662	65,250	48,640	-	-	(48,640)	-100.0%
Federal, State, Local, All Other Gifts & Donations	105,651	102,424	60,082	612,838	601,004	540,922	900.3%
Charges, Fees, License, Permits, Fines, Assessments	712,406	707,643	744,395	178,026	179,500	(564,895)	-75.9%
General Fund Support	630,595	523,447	616,777	616,777	629,113	12,336	2.0%
Operating Revenue	1,448,652	1,333,514	1,421,254	1,407,641	1,409,617	(11,637)	-0.8%
Total Revenue	1,494,314	1,398,764	1,469,894	1,407,641	1,409,617	(60,277)	-4.1%
Personnel Services	1,097,611	991,078	1,091,289	1,026,404	1,085,812	(64,885)	-5.9%
Materials and Services	331,452	314,212	378,604	315,907	323,805	(54,799)	-14.5%
Operating Expenditure	1,429,063	1,305,290	1,469,894	1,342,311	1,409,617	(60,277)	-4.1%
Total Expense	1,429,063	1,305,290	1,469,894	1,342,311	1,409,617	(60,277)	-4.1%
Ending Fund Balance - Unrestricted	-	-	-	65,330	-	-	0.0%
Revenue Less Expense*	65,250	93,474	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	9.9	9.1	6.8	6.2	6.2	-0.7	-9.7%

*General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
Flat or Reduced State Funding <ul style="list-style-type: none"> • Flat funding for over a decade from the Oregon Judicial Department for Family Law Conciliation. • Reduced case referrals from the Oregon Foreclosure Avoidance Program during pandemic. We anticipate case referrals to increase in FY22-23 with moratoriums lifting. 	<ul style="list-style-type: none"> • Revenues not keeping pace with costs of service delivery • Reduction in staffing and FTE • Increased percentage of General Fund contribution
Interpretation Services are not funded by the Court for some court connected services, including Family Law and Parent Education classes.	Shifts costs from Court to County department budget
Eviction Mediation service requests from Clackamas County Circuit Court for FED matters are expected to rise post-moratorium.	Funding has not been identified for providing these services
Eviction Demonstration Project funding from the Oregon Office for Community Dispute Resolution to five community mediation programs around the state, including Clackamas County, will support pre-eviction filing mediation services in FY 22-23.	Expand services to vulnerable clients at risk of losing stable housing. Temporary revenue for one year will allow for one additional staff to coordinate services and activate a county-wide referral network. Funding for ongoing eviction avoidance mediation past the demonstration year is unknown.

End of Presentation



Resolution Services (28)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23		FY 22-23	FY 22-23	FY 22-23
<i>Program</i>		<i>Prog #</i>	FTE	General Fund (100)	Total Budget	General Fund Support in Budget**
Resolution Services						
Conflict Resolution and Skill Development		280101	6.2	1,409,617	1,409,617	629,113
TOTAL			6.2	1,409,617	1,409,617	629,113
FY 21-22 Budget			6.8	1,469,894	1,469,894	616,777
\$ Increase (Decrease)			(0.6)	(60,277)	(60,277)	12,336
% Increase (Decrease)			-9.6%	-4.1%	-4.1%	2.0%

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



Resolution Services (28)

Department Mission

The purpose of the Resolution Services Line of Business is to provide conflict resolution services to people and organizations experiencing conflict so they can resolve their differences peacefully, develop skills for the resolution of future conflicts and build safe, healthy relationships and communities.

Resolution Services (28)

Lauren Mac Neill - Director

FTE 6.2

Total Budget \$ 1,409,617

Gen Fund \$ 629,113

Resolution Services

FTE 6.2

Total Proposed

\$1,409,617

Gen Fund \$629,113

Conflict Resolution and Skill Development

FTE 6.2

Total Proposed

\$1,409,617

Gen Fund \$629,113



Resolution Services Department

Conflict Resolution Line of Business

Purpose Statement

The purpose of the Conflict Resolution Program is to provide mediation and dispute resolution services to people and organizations so they can resolve their differences peacefully.

Performance Narrative

Resolution Services proposes an operating budget of \$1,409,617. This will support Conflict Resolution & Skill Development work within a department of 6.15 FTE regular staff and temporary support. Conflict Resolution services are specifically targeted when individuals or communities have a defined dispute and we assist them in working toward a resolution of that dispute. Skill Development is offered for those seeking to improve and enhance their ability to participate in and facilitate the peaceful resolution of relationship and community conflict.

Conflict Resolution Services include:

Adoption Mediations
Code Enforcement Mediations
Conflict Resolution Skills Trainings
Eviction Mediations
Family Law Mediations
Foreclosure Avoidance Program Facilitations

Meeting Facilitations
Neighbor to Neighbor Mediations
Small Claims Mediations
Victim Offender Dialogues
Workplace Mediations

These efforts support the Board's Strategic Goals: ensure safe, healthy and secure communities, and build public trust through good government.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/20	FY 22-23 Target
Result	Mediation clients agree that after participating in mediation, stress about this conflict has decreased.	80%	69%	75%	68%	75%
Result	Mediation clients agree that they believe having mediation available through Resolution Services is valuable	99%	95%	70%	94%	70%
Result	% Mediation clients agree they feel respected in consideration of their age, race, gender, and other cultural identities	94%	94%	80%	95%	80%
Result	% Mediation clients agree that they feel confident they could handle a similar conflict in the future, either on their own or with the help of a mediator	93%	86%	60%	73%	60%
Result	% Skill Development training participants meet minimum skill requirements covered in the training	100%	n/a	90%	*	90%
Result	% Mediation training participants increase their understanding of the content of the workshop	100%	83%	90%	*	90%
Output ¹	Number of clients receiving services	2548	2774	n/a	1120	n/a

¹ 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.

* No Skill Development trainings were offered in the first half of FY20-21.

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 biennial grant will be \$117,322 by June 30, 2023. 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 and Skill Development

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	45,662	65,250	48,640	-	-	(48,640)	-
Federal, State, Local, All Other Gifts & Donations	105,651	102,424	60,082	612,838	601,004	540,922	900%
Charges, Fees, License, Permits, Fines, Assessments	712,406	707,643	744,395	178,026	179,500	(564,895)	-76%
General Fund Support	630,595	523,447	616,777	616,777	629,113	12,336	2%
Operating Revenue	1,448,652	1,333,514	1,421,254	1,407,641	1,409,617	(11,637)	-1%
Total Revenue	1,494,314	1,398,764	1,469,894	1,407,641	1,409,617	(60,277)	-4%
Personnel Services	1,097,611	991,078	1,091,289	1,026,404	1,085,812	(5,477)	-1%
Materials & Services	331,452	314,212	378,604	315,907	323,805	(54,799)	-14%
Operating Expense	1,429,063	1,305,290	1,469,893	1,342,311	1,409,617	(60,276)	-4%
Total Expense	1,429,063	1,305,290	1,469,893	1,342,311	1,409,617	(60,276)	-4%
Ending Fund Balance - Unrestricted				65,330			
Revenues Less Expenses	65,250	93,474	-	-	-	-	-

Significant Issues and Changes



Health, Housing, and Human Services

FY 22-23 BUDGET PRESENTATION



2022 Major Accomplishments

AREA	DESCRIPTION
H3S Administration: Suicide Prevention – Suicide Fatality Review Committee (SFR)	The Clackamas County Suicide Fatality Review (SFR) Committee continues to meet quarterly to identify risk factors and trends in suicide deaths. Comprised of a multidisciplinary group of professionals and community members with lived experience, the SFR is a partnership between H3S Suicide Prevention and the Clackamas County Medical Examiner’s Office.
Behavioral Health Division: Safety Net Services	A new Mobile Crisis Response Team (MCRT) was established in early 2021. This team is comprised of clinicians, case managers and peers (individuals with lived experience). The team is based out of the Clackamas Mental Health Center and responds to mental health crises anywhere in Clackamas County.
Children, Family & Community Connections (CFCC) Division: Workforce	CFCC Workforce staff assisted in 273 job placements and connected 59 residents to mental health and addiction recovery supports.
Community Development Division: HOME	Construction began on two affordable housing developments with a total of 148 units of affordable housing.

2022 Major Accomplishments (cont'd)

AREA	DESCRIPTION
Health Centers Division: Opening of new health centers	Health Centers will open Sandy Health Center, a new fully integrated clinic with Primary Care, Behavioral Health and Dental services. Two new School Based Health Centers were opened in North Clackamas School District, Adrienne C. Nelson and Clackamas High School. Clackamas Health Centers is now the medical sponsor for five School Based Health Centers within the County.
Public Health Division: COVID Response	From January 2021 to March 2022, Clackamas County Public Health provided over 500 vaccination clinics across the community through drive-thru, small clinics, and mobile programs. To date, 80.3% of the people ages 18 years and older living in Clackamas County have received at least one dose of the COVID-19 vaccination.
Social Services Division: Rent Assistance	The Housing Program and its three community partners distributed \$9,177,755 in rent and utility assistance to 1,215 households between July 1, 2021 and February 28, 2022.

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Behavioral Health Division: System of Care	By 2025, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need.		89.8%	90%	91%	95%
Behavioral Health Division: Prevention and Stigma Reduction	Percent of participants in community-based Mental Health & Suicide Prevention Training (Get Trained to Help) report that the training allowed them to help individuals who may be experiencing mental health distress.		72%	70%	78%	70%
CFCC: Workforce	Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment)		77%	55%	75%	55%
CFCC: Weatherization	Average percent energy cost reduction for households that received weatherization services.		29%	25%	26%	25%
Community Development Division	Percent of houseless individuals served by Continuum of Care (CoC) programs who move to or maintain stable housing.		85%	85%	96%	85%

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Health Centers Division: Primary Care Clinics	Percent of patients with Diabetes with blood sugar levels under control		78%	67%	69%	73%
Health Centers Division: Dental Clinics	Percent of children ages 1 to 14 who have received a preventive dental service		26%	34%	39%	43%
Public Health Division: Office of Public Health Emergency Services	Percent response time compliance achieved every month, measured separately for Priority 1, Priority 2, and Priority 3 calls for ambulance service providers		95%	90%	95%	90%
Social Services: Supportive Housing Services	Households served through permanent and transitional housing that move to or maintain stable housing		91.7%	85%	90%	85%

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty/IG A/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
H3S Administration Division	Directors' Office	\$36,201,086	5%	0%	None	19%	50%
Behavioral Health (BH) Division	Safety Net Services	\$7,526,230	5%	95%	Federal/State	97%	22%
	BH System of Care	\$8,123,150	0%	100%	Federal/State	65%	83%
	Prev. & Stigma Reduction	\$600,750	0%	100%	State	94%	75%
	Peer Delivered	\$2,264,010	0%	100%	Federal/State	13%	75%
	Behavioral Health Admin	\$6,848,597	7%	93%	State	63%	75%
Children, Family & Community Connections Division	Weatherization	\$2,223,204	0%	100%	None	60%	100%
	Workforce	\$1,974,760	44%	56%	None	100%	100%
	Prevention Services	\$5,653,150	25%	74%	None	35%	88%

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty/IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Community Development Division	Community Development	\$8,769,922	0%	100%	Federal	100%	100%
Health Centers Division	Health Centers Administration	\$18,527,743	0	100%	None	89%	100%
	Primary Care	\$14,615,949	0	100%	None	99%	100%
	Gladstone Pediatric Clinic and School Based Health Centers	\$4,236,320	0	100%	None	100%	67%
	Dental	\$6,825,197	0	100%	None	100%	100%
	Behavioral Health	\$17,910,755	0	100%	None	98%	67%

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty/IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Public Health Division	Public Health Administration	\$813,920	0%	100%	Federal	100%	50%
	Access to Preventative Health	\$4,394,796	20%	56%	State	100%	0%
	Office of Public Health Emergency Services	\$1,809,926	0%	100%	Federal/State/IGA	80%	100%
	Environmental Health	\$2,298,499	3%	97%	Federal/State	100%	55%
	Infectious Disease Control & Prevention	\$7,199,797	5%	95%	Federal/State/IGA	96%	50%
	The Center for Population Health	\$4,561,003	18%	81%	State	90%	100%
	Vital Statistics	\$671,485	0%	25%	State	100%	100%

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty/IG A/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Social Services Division	Social Services Administration	\$10,116,513	9%	45%	None	81%	100%
	Aging and Disability Resource Connection	\$3,190,670	0%	100%	None	51%	100%
	Developmental Disabilities	\$20,201,880	0%	100%	None	100%	100%
	Energy Assistance	\$6,392,450	0%	100%	None	30%	100%
	Housing Support	\$8,817,311	12%	84%	None	63%	100%
	Oregon Project Independence	\$855,260	0%	100%	None	77%	100%
	Veteran Services	\$1,070,140	56%	44%	None	100%	100%
	Volunteer Connection	\$2,685,570	8%	92%	None	75%	100%



Department Summary by Fund

Health, Housing and Human Services Department (H3S)

Department Budget Summary by Fund

Line of Business		FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23
Program	Prog #	FTE	ARPA (230)	H3S Fund (240)	Health Center Fund (253)	Total Budget	General Fund Subsidy Included in Budget**
H3S Administration							
Director's Office Team	400101	10.00		36,201,086		36,201,086	1,893,556
Behavioral Health Division							
BH Administration	400601	19.25		6,848,597		6,848,597	451,640
System of Care	400602	24.00		8,123,150		8,123,150	-
Peer Delivered	400603	1.00		2,264,010		2,264,010	-
Prevention and Stigma Reduction	400604	2.00		600,750		600,750	-
Safety Net Services	400605	35.04		7,526,230		7,526,230	370,890
Children, Family & Community Connections							
Weatherization	400302	9.00		2,223,204		2,223,204	-
Workforce	400303	13.00		1,974,760		1,974,760	868,501
Prevention Services	400304	14.10		5,653,150		5,653,150	1,405,000
Health Centers							
HC Administration	400501	31.25			18,527,743	18,527,743	-
Primary Care	400502	78.85			14,615,949	14,615,949	-
Gladstone Pediatric Clinic and School-Based Health Centers	400503	22.97			4,236,320	4,236,320	-
Dental	400504	33.20			6,825,197	6,825,197	-
Behavioral Health Clinics	400505	93.96			17,910,755	17,910,755	-
Housing & Community Development							
Community Development	640202	10.10		8,769,922		8,769,922	-



Department Budget Summary by Fund

**** 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**

Department Summary by Fund (cont'd)



Housing Authority

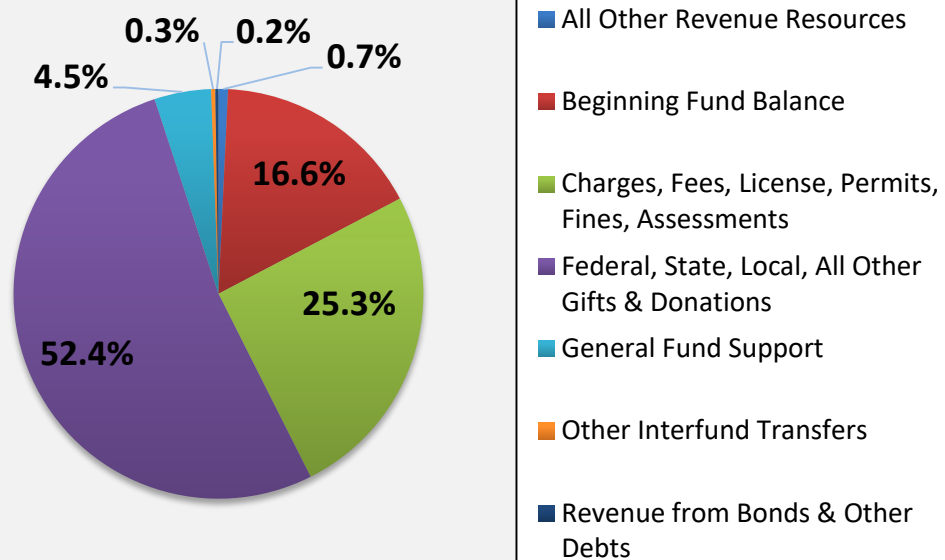
Department Budget Summary by Fund

<i>Line of Business</i>	FY 22/23	FY 22/23	FY 22/23	FY 22/23
<i>Program</i>	FTE	Housing Authority Fund	Total Proposed Budget	General Fund in Proposed Budget**
Housing & Community Development				
Housing Authority of Clackamas County	61.00	69,890,973	69,890,973	-
TOTAL	61.00	69,890,973	69,890,973	-
<i>FY 21/22 Amended</i>	78.00	74,705,477	74,705,477	-
<i>\$ Increase (Decrease)</i>	(17)	(4,814,504)	(4,814,504)	-
<i>% Increase (Decrease)</i>	-21.79%	-6.44%	-6.44%	-

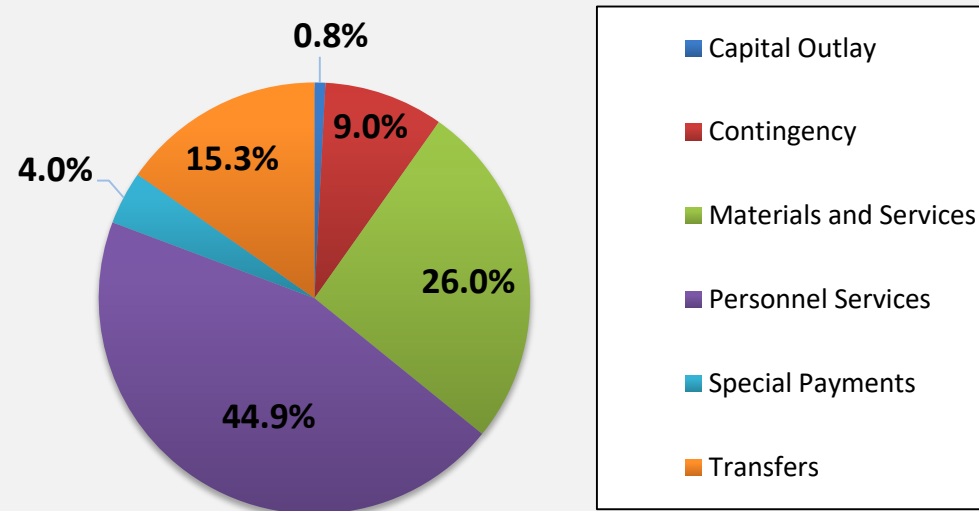
** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants

FY22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Health, Housing, and Human Services (40 & 64)

Health, Housing, and Human Services Funds 240 & 253 & 230

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Admended	FY 21-22 Projections	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	31,633,912	32,009,188	46,999,071	36,130,401	36,001,074	(10,997,997)	-23.4%
Federal, State, Local, All Other Gifts & Donations	64,290,955	91,827,672	98,576,872	105,408,310	113,876,559	15,299,687	15.5%
Charges, Fees, License, Permits, Fines, Assessments	43,463,716	42,516,691	51,261,416	47,231,283	54,902,983	3,641,567	7.1%
Revenue from Bonds & Other Debts	572,485	711,358	625,963	5,625,963	533,970	(91,993)	-14.7%
All Other Revenue Resources	566,802	869,175	1,164,734	1,416,315	1,630,130	465,396	40.0%
Other Interfund Transfers	12,411,502	9,727,914	1,656,744	370,510	715,310	(941,434)	-56.8%
General Fund Support	-	-	10,304,801	9,993,171	9,720,017	(584,784)	-5.7%
Operating Revenue	121,305,460	145,652,810	163,590,530	170,045,552	181,378,969	17,788,439	10.9%
Total Revenue	152,939,372	177,661,998	210,589,601	206,175,953	217,380,043	6,790,442	3.2%
Personnel Services	64,032,035	72,333,004	91,353,509	75,747,064	97,589,325	6,235,816	6.8%
Materials and Services	45,643,466	50,995,003	71,049,878	60,336,517	56,590,911	(14,458,967)	-20.4%
Capital Outlay	1,549,800	1,574,679	4,790,480	6,930,529	1,771,270	(3,019,210)	-63.0%
Operating Expenditure	111,225,301	124,902,686	167,193,867	143,014,110	155,951,506	(11,242,361)	-6.7%
Debt Service	27,960	2,591	4,000	4,000	-	(4,000)	-100.0%
Special Payments	7,758,579	15,988,668	23,768,144	26,944,549	8,684,217	(15,083,927)	-63.5%
Transfers	627,411	637,652	212,213	212,220	33,231,220	33,019,007	15559.4%
Contingency	-	-	19,411,383	-	19,513,100	101,717	0.5%
Total Expense	119,639,251	141,531,597	210,589,601	170,174,879	217,380,043	6,790,436	3.2%
Ending Fund Balance Restricted				34,628,691			
Ending Fund Balance Non Restricted				1,372,383			
Revenue Less Expense	33,300,121	36,130,401	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	577.4	671.0	726.4	726.4	735.9	9.5	1.3%

*FY21-22 ARPA funding of \$5,340,018 (including \$1,291,461 for Lost Revenue Replenishment) is shown in Personnel Services and Materials and Services expense categories.

Summary of Revenue & Expenses

Health, Housing, and Human Services (40 & 64)

Fund (240) Health, Housing, and Human Services

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Admended	FY 21-22 Projections	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	14,971,425	14,689,743	32,937,774	18,657,532	21,329,554	(11,608,220)	-35.2%
Federal, State, Local, All Other Gifts & Donations	56,224,041	82,330,295	87,977,524	92,427,374	105,313,832	17,336,308	19.7%
Charges, Fees, License, Permits, Fines, Assessments	10,225,289	9,423,469	11,511,611	9,600,904	12,520,513	1,008,902	8.8%
Revenue from Bonds & Other Debts	572,485	665,395	580,000	5,580,000	488,000	(92,000)	-15.9%
All Other Revenue Resources	344,551	665,315	982,500	891,799	1,447,900	465,400	47.4%
Other Interfund Transfers	11,823,979	9,209,005	1,656,744	370,510	715,310	(941,434)	-56.8%
General Fund Support	-	-	9,785,892	9,474,262	9,720,017	(65,875)	-0.7%
Operating Revenue	79,190,345	102,293,479	112,494,271	118,344,849	130,205,572	17,711,301	15.7%
Total Revenue	94,161,770	116,983,222	145,432,045	137,002,381	151,535,126	6,103,081	4.2%
Personnel Services	34,135,315	40,454,995	54,024,136	39,564,023	56,673,608	2,649,472	4.9%
Materials and Services	35,439,079	40,419,065	57,289,368	48,599,960	43,504,278	(13,785,090)	-24.1%
Capital Outlay	527,428	1,078,751	1,290,480	348,075	1,771,270	480,790	37.3%
Operating Expenditure	70,101,822	81,952,811	112,603,984	88,512,058	101,949,156	(10,654,828)	-9.5%
Debt Service	27,960	2,591	4,000	4,000	-	(4,000)	-100.0%
Special Payments	7,453,442	15,985,932	23,761,768	26,944,549	8,684,217	(15,077,551)	-63.5%
Transfers	597,870	384,356	212,213	212,220	33,231,220	33,019,007	15559.4%
Contingency	-	-	8,850,086	-	7,670,533	(1,179,553)	-13.3%
Total Expense	78,181,094	98,325,690	145,432,045	115,672,827	151,535,126	6,103,075	4.2%
Ending Fund Balance Restricted				19,957,171			
Ending Fund Balance Non Restricted				1,372,383			
Revenue Less Expense	15,980,676	18,657,532	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	327.7	423.7	461.3	461.3	465.6	4.3	0.9%

Summary of Revenue & Expenses

Health, Housing, and Human Services (40 & 64)

Fund (253) Health, Housing, and Human Services

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Admended	FY 21-22 Projections	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	16,662,487	17,319,445	14,061,297	17,472,869	11,842,567	(2,218,730)	-15.8%
Federal, State, Local, All Other Gifts & Donations	8,066,914	9,497,377	5,259,330	6,938,772	7,662,727	2,403,397	45.7%
Charges, Fees, License, Permits, Fines, Assessments	33,238,427	33,093,222	39,749,805	37,630,379	42,382,470	2,632,665	6.6%
Revenue from Bonds & Other Debts	-	45,963	45,963	45,963	45,970	7	0.0%
All Other Revenue Resources	222,251	203,860	182,234	524,516	182,230	(4)	0.0%
Other Interfund Transfers	587,523	518,909	-	-	-	-	-
General Fund Support	-	-	518,909	518,909	-	(518,909)	-100.0%
Operating Revenue	42,115,115	43,359,331	45,756,241	45,658,539	50,273,397	4,517,156	9.9%
Total Revenue	58,777,602	60,678,776	59,817,538	63,131,408	62,115,964	2,298,426	3.8%
Personnel Services	29,896,720	31,878,009	35,873,810	34,160,887	39,750,128	3,876,318	10.8%
Materials and Services	10,204,388	10,575,938	9,876,055	10,545,500	10,523,269	647,214	6.6%
Capital Outlay	1,022,372	495,929	3,500,000	6,582,454	-	(3,500,000)	-100.0%
Operating Expenditure	41,123,480	42,949,876	49,249,865	51,288,841	50,273,397	1,023,532	2.1%
Debt Service	-	-	-	-	-	-	-
Special Payments	305,136	2,736	6,376	-	-	(6,376)	-100.0%
Transfers	29,541	253,296	-	-	-	-	-
Contingency	-	-	10,561,297	-	11,842,567	1,281,270	12.1%
Total Expense	41,458,157	43,205,908	59,817,538	51,288,841	62,115,964	2,298,426	3.8%
Ending Fund Balance Restricted				11,842,567			
Ending Fund Balance Non Restricted				-			
Revenue Less Expense	17,319,445	17,472,869	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	249.7	247.3	255.0	255.0	260.2	5.2	2.0%

Summary of Revenue & Expenses

Health, Housing, and Human Services (40 & 64) Fund (230-ARPA) Health, Housing, and Human Services

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Admended	FY 21-22 Projections	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	2,828,953	2,828,953	-
Federal, State, Local, All Other Gifts & Donations	-	-	5,340,018	6,042,164	900,000	(4,440,018)	-83.1%
Operating Revenue	-	-	5,340,018	6,042,164	900,000	(4,440,018)	-83.1%
Total Revenue	-	-	5,340,018	6,042,164	3,728,953	(1,611,065)	-30.2%
Personnel Services	-	-	1,455,563	2,022,154	1,165,589	(289,974)	-19.9%
Materials and Services	-	-	3,884,455	1,191,057	2,563,364	(1,321,091)	-34.0%
Operating Expenditure	-	-	5,340,018	3,213,211	3,728,953	(1,611,065)	-30.2%
Total Expense	-	-	5,340,018	3,213,211	3,728,953	(1,611,065)	-30.2%
Ending Fund Balance Restricted				2,828,953			
Revenue Less Expense	-	-	-	-	-	-	-

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
Health Centers: Relocation of Behavioral Health Clinics on Red Soils Campus	Interruption of services will have a direct negative impact on revenue production. Taking on a new building lease will require Behavioral Health program growth in order to maintain current financial performance. Interruption and relocation of services may have a negative impact on client outcomes.
H3S Admin: Supportive Housing Services will operate through the newly created Housing Services and Development Division.	The Housing Services and Development Division will allow for increased County oversight and accountability.

End of Presentation

The logo for Clackamas County features a stylized mountain peak in a teal color. A white, curved shape, resembling a stylized 'C' or a path, is positioned in front of the mountain.

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CLACKAMAS
COUNTY



Health, Housing and Human Services Department (H3S)

Department Budget Summary by Fund

Line of Business Program	Prog #	FY 22/23 FTE	FY 22/23 ARPA (230)	FY 22/23 H3S Fund (240)	FY 22/23 Health Center Fund (253)	FY 22/23 Total Budget	FY 22/23 General Fund Subsidy Included in Budget**
H3S Administration							
Director's Office Team	400101	10.00		36,201,086		36,201,086	1,893,556
Behavioral Health Division							
BH Administration	400601	19.25		6,848,597		6,848,597	451,640
System of Care	400602	24.00		8,123,150		8,123,150	-
Peer Delivered	400603	1.00		2,264,010		2,264,010	-
Prevention and Stigma Reduction	400604	2.00		600,750		600,750	-
Safety Net Services	400605	35.04		7,526,230		7,526,230	370,890
Children, Family & Community Connections							
Weatherization	400302	9.00		2,223,204		2,223,204	-
Workforce	400303	13.00		1,974,760		1,974,760	868,501
Prevention Services	400304	14.10		5,653,150		5,653,150	1,405,000
Health Centers							
HC Administration	400501	31.25			18,527,743	18,527,743	-
Primary Care	400502	78.85			14,615,949	14,615,949	-
Gladstone Pediatric Clinic and School-Based Health Centers	400503	22.97			4,236,320	4,236,320	-
Dental	400504	33.20			6,825,197	6,825,197	-
Behavioral Health Clinics	400505	93.96			17,910,755	17,910,755	-
Housing & Community Development							
Community Development	640202	10.10		8,769,922		8,769,922	-
Public Health							
PH Administration	400401	4.75		813,920		813,920	-
Access to Care	400402	21.48		4,394,796		4,394,796	886,810
The Center for Public Health Advancement	400403	6.05		1,809,926		1,809,926	-
Environmental Health	400404	10.30	606,099	1,692,400		2,298,499	73,590
Infectious Disease Control and Prevention	400405	66.45	1,330,013	5,869,784		7,199,797	364,390
Population Health Strategies	400406	18.92		4,561,003		4,561,003	841,010
Vital Statistics	400407	5.00		671,485		671,485	-
Social Services							
SS Administration	400201	18.75		10,116,513		10,116,513	932,700
Aging and Disability Resource Connection	400202	6.65		3,190,670		3,190,670	-
Developmental Disabilities	400203	115.53		20,201,880		20,201,880	-
Energy Assistance	400204	11.00		6,392,450		6,392,450	-
Housing Support	400205	30.65	1,792,841	7,024,470		8,817,311	824,930
Oregon Project Independence	400206	4.45		855,260		855,260	-
Veterans Service	400207	6.25		1,070,140		1,070,140	602,230
Volunteer Connection	400208	11.95		2,685,570		2,685,570	204,770
TOTAL		735.90	3,728,953	151,535,126	62,115,964	217,380,043	9,720,017
FY 21/22 Amended (3/3/22)		726.40	5,340,018	145,432,051	59,817,538	210,589,607	10,304,801
\$ Increase (Decrease)		9.50	-1,611,065	6,103,075	2,298,426	6,790,436	-584,784
% Increase (Decrease)		1.31%	-30.17%	4.20%	3.84%	3.22%	-5.67%

** 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



Health, Housing and Human Services Department

Department Mission

The mission of the Health, Housing, and Human Services Department is to provide access, coordination, healthcare, housing, and prevention services to individuals, families, and communities so they can experience inclusion, prosperity, and an improved quality of life.

Health, Housing and Human Services Department	
Rodney Cook - Director	
Denise Swanson - Deputy Director	
FTE 735.9	
Total Proposed \$ 217,380,043	
General Fund Support \$	9,720,017

H3S Administration Rodney Cook - Department Director Total Proposed \$36,201,086 Gen Fund \$ 1,893,556	Behavioral Health Division Mary Rumbaugh - Division Director Total Proposed \$25,362,737 Gen Fund \$ 822,530	Children, Family & Community Connections Adam Freer - Division Director Total Proposed \$9,851,114 Gen Fund \$ 2,273,501	Health Centers Deborah Cockrell - Division Director Total Proposed \$62,115,964 Gen Fund \$ -
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Director's Office FTE 10 Total Proposed \$36,201,086 Gen Fund \$ 1,893,556	Safety Net Services FTE 35.04 Total Proposed \$7,526,230 Gen Fund \$ 370,890	Prevention Services FTE 14.1 Total Proposed \$5,653,150 Gen Fund \$ 1,405,000	Primary Care FTE 78.85 Total Proposed \$14,615,949 Gen Fund \$ -
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Behavioral Health System of Care FTE 24 Total Proposed \$8,123,150 Gen Fund \$ -	Weatherization FTE 9 Total Proposed \$2,223,204 Gen Fund \$ -	Dental FTE 33.2 Total Proposed \$6,825,197 Gen Fund \$ -
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Prevention and Stigma Reduction FTE 2 Total Proposed \$600,750 Gen Fund \$ -	Workforce FTE 13 Total Proposed \$1,974,760 Gen Fund \$ 868,501	Behavioral Health Clinics FTE 93.96 Total Proposed \$17,910,755 Gen Fund \$ -
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Peer Delivered FTE 1 Total Proposed \$2,264,010 Gen Fund \$ -	Pediatric and School-Based FTE 22.97 Total Proposed \$4,236,320 Gen Fund \$ -
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BH Administration FTE 19.25 Total Proposed \$6,848,597 Gen Fund \$ 451,640	HC Administration FTE 31.25 Total Proposed \$18,527,743 Gen Fund \$ -
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Health, Housing and Human Services Department

Department Mission

The mission of the Health, Housing, and Human Services Department is to provide access, coordination, healthcare, housing, and prevention services to individuals, families, and communities so they can experience inclusion, prosperity, and an improved quality of life.

Health, Housing and Human Services Department

Rodney Cook - Director
Denise Swanson - Deputy Director
FTE 735.9
Total Proposed \$ 217,380,043

General Fund Support \$ 9,720,017

<div><div>Housing & Community Development</div><div>Mark Sirios & Pamela Anderson - Community Development Managers</div><div>Total Proposed \$8,769,922</div><div>Gen Fund \$ -</div></div>	<div><div>Public Health</div><div>Philip Mason-Joyner - Division Director</div><div>Total Proposed \$21,749,426</div><div>Gen Fund \$ 2,165,800</div></div>	<div><div>Social Services</div><div>Brenda Durbin - Division Director</div><div>Total Proposed \$53,329,794</div><div>Gen Fund \$ 2,564,630</div></div>		
<div><div>Community Development</div><div>FTE 10.1 Total Proposed \$8,769,922</div><div>Gen Fund \$ -</div></div>	<div><div>PH Administration</div><div>FTE 4.75 Total Proposed \$813,920</div><div>Gen Fund \$ -</div></div>	<div><div>The Center for Public Health Advancement</div><div>FTE 6.05 Total Proposed \$1,809,926</div><div>Gen Fund \$ -</div></div>	<div><div>SS Administration</div><div>FTE 18.75 Total Proposed \$10,116,513</div><div>Gen Fund \$ 932,700</div></div>	<div><div>Housing Support</div><div>FTE 30.65 Total Proposed \$8,817,311</div><div>Gen Fund \$ 824,930</div></div>
<div><div>Housing Authority of Clackamas County¹</div></div>	<div><div>Environmental Health</div><div>FTE 10.3 Total Proposed \$2,298,499</div><div>Gen Fund \$ 73,590</div></div>	<div><div>Infectious Disease Control and Prevention</div><div>FTE 66.45 Total Proposed \$7,199,797</div><div>Gen Fund \$ 364,390</div></div>	<div><div>Developmental Disabilities</div><div>FTE 115.53 Total Proposed \$20,201,880</div><div>Gen Fund \$ -</div></div>	<div><div>Oregon Project Independence</div><div>FTE 4.45 Total Proposed \$855,260</div><div>Gen Fund \$ -</div></div>
	<div><div>Population Health Strategies</div><div>FTE 18.92 Total Proposed \$4,561,003</div><div>Gen Fund \$ 841,010</div></div>	<div><div>Vital Statistics</div><div>FTE 5 Total Proposed \$671,485</div><div>Gen Fund \$ -</div></div>	<div><div>Volunteer Connection</div><div>FTE 11.95 Total Proposed \$2,685,570</div><div>Gen Fund \$ 204,770</div></div>	<div><div>Aging and Disability Resource Connection</div><div>FTE 6.65 Total Proposed \$3,190,670</div><div>Gen Fund \$ -</div></div>
	<div><div>Access to Care</div><div>FTE 21.48 Total Proposed \$4,394,796</div><div>Gen Fund \$ 886,810</div></div>		<div><div>Veterans Services</div><div>FTE 6.25 Total Proposed \$1,070,140</div><div>Gen Fund \$ 602,230</div></div>	<div><div>Energy Assistance</div><div>FTE 11 Total Proposed \$6,392,450</div><div>Gen Fund \$ -</div></div>

¹ The Housing Authority of Clackamas County has a separate budget document



H3S Administration

Director's Office

Purpose Statement

The purpose of the Director's Office Team is to provide coordination, direction, research, alignment, instruction, budget, contracting, and support services to H3S staff so they can meet service and program goals at a high level.

Performance Narrative

The H3S Director's Office proposes a budget of \$36,201,086. The Office serves as the central administration for all of H3S, and tracks several measures across divisions. The office is staffed with expertise in LEAN/Process Improvement, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Management, Budgeting, and Suicide Prevention.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/2021)	FY 22-23 Target
RESULT	Percentage of results in H3S Performance Clackamas plan that are met by H3S divisions. ¹	70% ¹	70% ¹	70%	72% ²	70%
STRATEGIC RESULT	By 2024, 90% of H3S Employee Satisfaction Surveys will indicate that employees are showing each other respect and support.	NA ³	NA ³	90%	75% ⁴	80% ⁵

¹ Measurement and definitions around several H3S 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.

² Measurement and definitions around several H3S results are still being developed. The figure shown above is a proxy measure. It is the percentage of key performance measures (Strategic Results and Key Results) presented in this budget that are on target. Measures without targets or no data as of 12/31/2021 are not included.

³ H3S did not survey employees in FY20 or FY21, deferring instead to the county-wide survey effort conducted by Human Resources and TalentMap™

⁴ Measure calculated as an average of 18 questions on the county-wide survey conducted by Human Resources and TalentMap™ because there was no direct question related to this measure. The 18 questions were from 5 sections of the survey (Corporation, Immediate Supervisor, Safety, Diversity & Inclusion, and Team Engagement).

This calculation is a pilot. Inclusion of a different set of questions may produce a different result. Development / inclusion of survey questions specifically linked to this measure may change future target or performance. Survey questions included in this measure are:

Section	Question
Corporation	People in Clackamas County work like they are part of a team.
Corporation	People share information willingly.
Corporation	There is a strong feeling of team spirit and cooperation in Clackamas County.
Immediate Supervisor	Gives me meaningful feedback on the work I do.
Immediate Supervisor	Seems to care about me as a person.
Immediate Supervisor	Involves me in decisions that affect my work.
Immediate Supervisor	Encourages me to offer my opinions and ideas.
Immediate Supervisor	Listens to my opinions and ideas.
Safety	My department/office takes appropriate steps to protect my safety at work.
Diversity & Inclusion	Diverse identities, ideas and ways of thinking and working are valued at my department/office.
Diversity & Inclusion	My colleagues make me feel included at work.
Diversity & Inclusion	People in my team work effectively with each other regardless of our differences (in age, gender, race, ethnic origin, nationality, religion, sexual orientation, disability, values, etc.).
Diversity & Inclusion	My immediate supervisor works effectively with people in my team, regardless of their individual differences (in age, gender, race, ethnic origin, nationality, religion, sexual orientation, disability, values, etc.).
Diversity & Inclusion	My immediate supervisor creates an inclusive work environment where I feel heard, respected and valued.
Diversity & Inclusion	Senior leaders in my department/office lead by example to promote a respectful and inclusive workplace.
Diversity & Inclusion	Clackamas County works hard to create a workplace that is free from harassment and discrimination.
Diversity & Inclusion	Clackamas County's diversity and inclusion efforts are having a positive impact.
Team Engagement	People in my team encourage each other to do a great job.

⁵ The calculation of this measure (described under #4 above) is new this fiscal year. For this reason, we are revising the target to be suited for the current level.

Program includes:

Mandated Services	N
Shared Services	N
Grant Funding	N



H3S Administration

Director's Office

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,463,778	1,013,134	677,211	719,326	418,360	(258,851)	-38.2%
Federal, State, Local, All Other Gifts & Donations	8,750	1,323	10,000,000	2,703,850	32,000,000	22,000,000	220.0%
Charges, Fees, License, Permits, Fines, Assessments	1,403,501	1,490,613	1,616,688	1,455,020	1,820,170	203,482	12.6%
Revenue from Bonds & Other Debts	-	3,197	-	5,000,000	-	-	-
Miscellaneous Revenue	26,138	336,464	-	-	-	-	-
Transfers in from Other Funds	2,077,275	1,605,345	107,510	107,510	69,000	(38,510)	-35.8%
Transfers in from General Fund	-	-	1,679,963	1,679,963	1,893,556	213,593	12.7%
Operating Revenue	3,515,663	3,436,942	13,404,161	10,946,343	35,782,726	22,378,565	167.0%
Total Rev - Including Beginning Bal	4,979,442	4,450,075	14,081,372	11,665,669	36,201,086	22,119,714	157.1%
Personnel Services	1,577,956	1,655,178	1,716,534	1,322,740	2,121,632	405,098	23.6%
Materials & Services	1,309,744	1,221,286	1,306,942	1,368,760	736,300	(570,642)	-43.7%
Operating Expenditure	2,887,700	2,876,464	3,023,476	2,691,500	2,857,932	(165,544)	-5.5%
Debt Service	26,146	-	-	-	-	-	-
Special Payments	628,908	645,815	10,393,061	8,343,589	-	(10,393,061)	-100.0%
Interfund Transfers	423,554	208,470	212,213	212,220	33,231,220	33,019,007	15559.4%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Exp - Including Special Categories	3,966,308	3,730,749	14,081,372	11,247,309	36,201,086	22,119,714	157.1%
Ending Fund Balance - Restricted				418,360			
Revenues Less Expenses	1,013,134	719,326	-	-	-	-	-

Significant Issues and Changes



Behavioral Health Division Line of Business

Behavioral Health 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 so they can provide continual access to behavioral health care that matches the needs of Clackamas County residents.

Performance Narrative

The Behavioral Health Administration Program has a budget of \$6,848,597 Administrative services is focused on high quality customer service, both internally and externally. By meeting results, they ensure that critical mental health and substance use services are not disrupted due to contract lapses or revenue delays.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/2021	FY 22-23 Target
RESULT	Percent of vouchers/invoices processed within 15 days. ¹	91%	89%	90%	93.5%	90%
RESULT	Percent of customers reporting satisfied or highly satisfied with the service(s) they receive from Administration Program.	88% ²	91%	90%	100%	95%

¹ Behavioral Health Division processes approximately 1,000 vouchers/invoices per year.

² Customer survey was administered during three (3) quarters of FY 20-21 due to staffing limitations

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Administration programs are partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement. Maintaining a grievance system and a compliance program is mandated by rule and contract.

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY23 budget: January 1, 2022–December 31, 2022 and January 1, 2023–December 31, 2023. There are no matching requirements.



Behavioral Health Division Line of Business

BH Administration Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	2,535,250	3,688,109	2,096,075	2,583,073	1,869,977	(226,098)	-10.8%
Federal, State, Local, All Other Gifts & Donations	2,554,914	3,078,165	3,417,628	2,688,361	3,277,530	(140,098)	-4.1%
Charges, Fees, License, Permits, Fines, Assessments	1,016,786	947,794	1,000,373	814,627	934,920	(65,453)	-6.5%
All Other Revenue Resources	(16,211)	153,957	57,500	43,125	11,100	(46,400)	-80.7%
Other Interfund Transfers	328,349	267,677	-	-	303,430	303,430	-
General Fund Support	-	-	442,788	281,796	451,640	8,852	2.0%
Operating Revenue	3,883,838	4,447,593	4,918,289	3,827,909	4,978,620	60,331	1.2%
Total Revenue	6,419,088	8,135,702	7,014,364	6,410,982	6,848,597	(165,767)	-2.4%
Personnel Services	2,145,760	2,635,155	3,237,700	2,535,784	3,086,476	(151,224)	-4.7%
Materials and Services	2,044,857	2,744,833	1,905,845	1,764,409	3,157,290	1,251,446	65.7%
Operating Expense	4,190,617	5,379,988	5,143,544	4,300,193	6,243,766	1,100,222	21.4%
Special Payments	-	-	-	118,944	-	-	-
Transfers	5,923	-	-	-	-	-	-
Contingency	-	-	1,870,820	-	604,831	(1,265,989)	-67.7%
Total Expense	4,196,540	5,379,988	7,014,364	4,419,137	6,848,597	(165,767)	-2.4%
Ending Fund Balance - Restricted				1,991,845			
Revenues Less Expenses	2,222,548	2,755,715	-	-	-	-	

Significant Issues and Changes

Funds were moved from Contingency to Materials and Services for the purchase and implementation of a new Medical Health Record.



Behavioral Health Division Line of Business

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 a budget of \$8,123,150. We continue to have a high response rate to individuals calling the customer service line seeking assistance with most individuals receiving assistance when they call. We have cross-trained staff at two locations to help assist with call volume during higher periods of calls to ensure a high response rate.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/2021	FY 22-23 Target
RESULT	By 2025, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need.	89%	89.8%	90% ¹	99%	95%

¹ FY 21-22, a stretch goal of 90% was established. FY 22-23 Division will increase goal to 95% to be aligned with the long term goal.

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation The System of Care programs are funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP).

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY23 budget: January 1, 2022–December 31, 2022 and January 1, 2023–December 31, 2023. There are no matching requirements.



Behavioral Health Division Line of Business

System of Care Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	3,048,832	1,683,706	1,617,537	1,196,330	1,047,600	(569,937)	-35.2%
Federal, State, Local, All Other Gifts & Donations	6,500,685	5,377,937	7,331,778	5,883,548	7,062,650	(269,128)	-3.7%
All Other Revenue Resources	208,019	16,453	12,000	9,000	12,900	900	7.5%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	6,708,704	5,394,390	7,343,778	5,892,548	7,075,550	(268,228)	-3.7%
Total Revenue	9,757,536	7,078,096	8,961,315	7,088,878	8,123,150	(838,165)	-9.4%
Personnel Services	2,816,395	2,918,125	3,135,055	2,701,575	3,363,616	228,561	7.3%
Materials and Services	4,070,257	2,269,384	3,314,263	2,284,073	2,928,490	(385,773)	-11.6%
Operating Expense	6,886,652	5,187,509	6,449,318	4,985,648	6,292,106	(157,212)	-2.4%
Special Payments	501,807	742,202	901,608	750,428	1,026,350	124,742	13.8%
Contingency	-	-	1,610,389	-	804,694	(805,695)	-50.0%
Total Expense	7,388,459	5,929,711	8,961,315	5,736,076	8,123,150	(995,377)	-9.4%
Ending Fund Balance - Restricted				1,352,802			
Revenues Less Expenses	2,369,078	1,148,385	-	-	-	-	

Significant Issues and Changes

Funds were moved from Contingency to Personnel to cover increased expenditures and help address the gap in Materials and Services left by flat revenue from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP). CMHP revenues have not materially increased in years.



Behavioral Health Division Line of Business

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 addiction issues so they can partner with someone with similar life experiences to help them 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 adopted a budget of \$2,264,010. Contracted peer organizations assist individuals with mental health and substance use challenges move through and to recovery. These individuals are positively impacted by the role of peer support specialists and peer recovery mentors.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/2021	FY 22-23 Target
RESULT	Percent of customers feel their quality of life has improved as measured by self-reported survey.	75%	76%	80%	83%	80%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Peer program is partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement (CMHP) and the remainder from Health Share of Oregon (Medicaid).

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY23 budget: January 1, 2022–December 31, 2022 and January 1, 2023–December 31, 2023. There are no matching requirements.



Behavioral Health Division Line of Business

Peer Delivered Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	98,263	78,979	274,105	14,999	120,090	(154,015)	-56.2%
Federal, State, Local, All Other Gifts & Donations	2,634,106	2,046,048	2,120,826	2,110,101	2,063,660	(57,166)	-2.7%
Charges, Fees, License, Permits, Fines, Assessmer	-	46,596	-	-	-	-	-
All Other Revenue Resources	-	-	500	375	380	(120)	-24.0%
Other Interfund Transfers	-	-	33,283	-	79,880	46,597	140.0%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,634,106	2,092,644	2,154,609	2,110,476	2,143,920	(10,689)	-0.5%
Total Revenue	2,732,369	2,171,623	2,428,714	2,125,475	2,264,010	(164,704)	-6.8%
Personnel Services	302,692	129,190	136,348	127,123	138,889	2,541	1.9%
Materials and Services	1,786,728	1,600,750	1,663,471	1,547,182	1,700,040	36,569	2.2%
Operating Expense	2,089,420	1,729,940	1,799,819	1,674,305	1,838,929	39,110	2.2%
Special Payments	625,178	426,684	401,385	353,086	327,000	(74,385)	-18.5%
Contingency	-	-	227,510	-	98,081	(129,429)	-56.9%
Total Expense	2,714,598	2,156,624	2,428,714	2,027,391	2,264,010	(164,704)	-6.8%
Ending Fund Balance - Restricted				98,084			
Revenues Less Expenses	17,771	14,999	-	-	-		

Significant Issues and Changes

Funds were moved from Contingency to Personnel to cover increased expenditures and help address the gap in Materials and Services left by flat revenue from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP). CMHP revenues have not materially increased in years.



Behavioral Health Division Line of Business

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 support and promote behavioral health in their lives and community.

Performance Narrative

The Prevention and Stigma Reduction Program has a budget of \$600,750. This program continues to focus on community-based training to help address mental health stigma and provide community members basic tools to help an individual who may be experiencing mental health distress.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/2021	FY 22-23 Target
RESULT	Percent of Get Trained to Help participants report taking action(s) they could not otherwise taken.	69%	72% ¹	70%	81%	70%

¹ This measure's reporting period was revised from quarterly to annually during the Q1 FY 20-21. The % reflects 3 quarters of data.

Program includes:

Mandated Services	<input type="text" value="N"/>
Shared Services	<input type="text" value="N"/>
Grant Funding	<input type="text" value="Y"/>

Explain all "Yes" boxes below

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

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

Explanation The Prevention program is partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP). 30-60 days after taking a GTTH class, each participant receives a survey through Get Trained to Help.

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY23 budget: January 1, 2022–December 31, 2022 and January 1, 2023–December 31, 2023. There are no matching requirements.



Behavioral Health Division Line of Business

Prevention and Stigma Reduction Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	225,553	122,769	21,563	260,124	127,400	105,837	490.8%
Federal, State, Local, All Other Gifts & Donations	755,877	674,254	624,657	460,538	472,550	(152,107)	-24.4%
All Other Revenue Resources	299	1,032	1,000	2,210	800	(200)	-20.0%
General Fund Support						-	-
Operating Revenue	756,176	675,286	625,657	462,748	473,350	(152,307)	-24.3%
Total Revenue	981,729	798,055	647,220	722,872	600,750	(46,470)	-7.2%
Personnel Services	455,021	244,908	254,850	245,130	275,364	20,514	8.0%
Materials and Services	391,890	241,351	229,674	111,461	203,260	(26,414)	-11.5%
Operating Expense	846,911	486,259	484,524	356,591	478,624	(5,900)	-1.2%
Transfers	-	50,000	-	-	-	-	-
Contingency	-	-	162,697	-	122,126	(40,571)	-24.9%
Total Expense	846,911	536,259	647,220	356,591	600,750	(46,470)	-7.2%
Ending Fund Balance - Restricted				366,281			
Revenues Less Expenses	134,818	261,796	-	-	-	-	

Significant Issues and Changes

Funds were moved from Contingency to Personnel to cover increased expenditures and help address the gap in Materials and Services left by flat revenue from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP). CMHP revenues have not materially increased in years.



Behavioral Health Division Line of Business

Safety Net Services Program

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 a budget of \$7,526,230. Funding allows for FTE to provide discharge planning from the county jail, a community outreach team to address individuals in the community coming to the attention of law enforcement prior to arrest, and staffing for the urgent mental health walk-in clinic providing supports to avoid arrest or unnecessary hospitalization. In addition, this funding addresses contractually required elements including the requirement to provide 24-7 mobile crisis to individuals experiencing a mental health crisis in the community within one hour of the request and 24-7 crisis line response to any resident of the community.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/2021	FY 22-23 Target
RESULT	Percent of safety net clients, receiving jail diversion services, that do not get re-arrested in Clackamas County within 90 days.	57%	73%	70%	57% ¹	70%
RESULT	Percent of Medicaid or uninsured patients that do not get readmitted to a hospital within 30 days.	87%	85%	85%	79%	85%

¹ FY21-22 data is reflective of July-September 2021 due to how BHD is required to capture the data (90 days after the end of each quarter). During this period, our primary case manager was on leave and we were unable backfill with temporary staff. Staff in other roles filled in when they could.

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 Safety Net Services program is partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP). The CFAA indicates which services are mandated: * 24-7 crisis line, 24-7 mobile crisis response, and Involuntary Commitment Program.

CMHP funding is provided on a recurring calendar basis so there will be two agreements supporting the FY23 budget: January 1, 2022–December 31, 2022 and January 1, 2023–December 31, 2023. There are no matching requirements.



Behavioral Health Division Line of Business

Safety Net Services Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,581,985	813,857	1,387,072	1,183,033	1,207,720	(179,352)	-12.9%
Federal, State, Local, All Other Gifts & Donations	4,242,786	4,793,137	4,753,092	4,378,359	5,252,640	499,548	10.5%
Charges, Fees, License, Permits, Fines, Assessments	177,565	201,742	261,480	204,946	681,900	420,420	160.8%
All Other Revenue Resources	210	-	14,500	10,875	13,080	(1,420)	-9.8%
Other Interfund Transfers	605,330	409,103	-	-	-	-	-
General Fund Support	-	-	363,614	212,972	370,890	7,276	2.0%
Operating Revenue	5,025,891	5,403,982	5,392,686	4,807,152	6,318,510	925,824	17.2%
Total Revenue	6,607,876	6,217,839	6,779,758	5,990,185	7,526,230	746,472	11.0%
Personnel Services	3,522,983	3,730,084	4,107,261	3,879,202	4,991,637	884,376	21.5%
Materials and Services	1,441,689	1,347,958	1,648,580	1,519,288	1,730,600	82,020	5.0%
Capital Outlay	-	-	-	27,920	-	-	-
Operating Expense	4,964,672	5,078,042	5,755,841	5,426,410	6,722,237	966,396	16.8%
Special Payments	-	83,134	-	-	-	-	-
Contingency	-	-	1,023,917	-	803,993	(219,924)	-21.5%
Total Expense	4,964,672	5,161,176	6,779,758	5,426,410	7,526,230	746,472	11.0%
Ending Fund Balance - Restricted				563,775			
Revenues Less Expenses	1,643,205	1,056,664	-	-	-		

Significant Issues and Changes

The Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP) increased funding for FTE in the Mobile Crisis Response Team in order to meet mandates for 24-7 mobile crisis response. Since other CMHP funding remained flat, funds were moved from Contingency to Personnel to cover increased expenditures.

Revenue for Services increased due to funding from the City of Wilsonville and a Federal COPS grant for expansion of our Mobile Crisis Response Team. These funds are passed through the Clackamas County Sheriff's Office.



Children, Family and Community Connections Line of Business

Weatherization Services Program

Purpose Statement

The purpose of the Weatherization Program is to provide energy education, dwelling assessment, and energy efficiency services to low-income county residents to lower their energy costs and increase the comfort, health, and safety of their homes.

Performance Narrative

Weatherization Services has a budget of \$2,223,204 for FY22-23. During FY 20-21, Weatherization Services served 31 households and the measures implemented in clients' homes saves them an average of \$792 per year in energy costs (an average reduction of 29%). In addition to installing weatherization measures, the environmental health of the home is also improved - smoke and carbon monoxide alarms are installed, and indoor air quality issues are addressed.

Energy education is provided to clients so they can operate their homes as efficiently as possible and lower their costs even more. Energy Education is provided to all households that receive weatherization (31 adults), and through one-on-one home visits with 133 elderly, infirm, and/or disabled clients.

Key Performance Measure

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/21)	FY 22-23 Target
RESULT	Decreased energy costs by an average of 25% or more ¹	28%	29%	25%	26%	25%

¹ Funder requires an average 12% reduction

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

Grant Funds:

Bonneville Power Administration (BPA) - October 1st, 2022 to September 30th, 2023 (No Match Requirement)

Department of Energy (DOE) - July 1st, 2022 to June 30th, 2023 (No Match Requirement)

Energy Conservation Helping Oregonians (ECHO) - July 1st, 2022 to June 30th, 2023 (No Match Requirement)

Low-Income Home Energy Assistance Program (LIHEAP) - October 1st, 2022 to December 31, 2023 (No Match Requirement)

Northwest Natural Gas (NWN) - October 1st, 2022 to December 31, 2023 (No Match Requirement)

Children, Family and Community Connections Line of Business

Weatherization Program



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	253,103	231,187	260,048	(397,025)	250,204	(9,844)	-3.8%
Federal, State, Local, All Other Gifts and Donations	1,549,071	1,020,004	2,447,292	2,945,924	1,870,000	(577,292)	-23.6%
Charges, Fees, License, Permits, Fines, Assessments	70,333	63,493	95,000	85,000	100,000	5,000	5.3%
All Other Revenue Resources	-	900	3,000	1,000	3,000	-	-
General Fund Support	-	-	112,000	112,000	-	(112,000)	-100.0%
Operating Revenue	1,619,404	1,084,397	2,657,292	3,143,924	1,973,000	(684,292)	-25.8%
Total Revenue	1,872,507	1,315,584	2,917,340	2,746,899	2,223,204	(694,136)	-23.8%
Personnel Services	856,027	894,786	1,308,759	1,125,609	1,108,228	(200,531)	-15.3%
Materials and Services	958,682	817,823	1,388,581	1,171,086	1,014,976	(373,605)	-26.9%
Operating Expenditure	1,814,709	1,712,609	2,697,340	2,296,695	2,123,204	(574,136)	-21.3%
Capital Outlay	-	-	220,000	200,000	100,000	(120,000)	-54.5%
Total Expense	1,814,709	1,712,609	2,917,340	2,496,695	2,223,204	(694,136)	-23.8%
Ending Fund Balance - Restricted				250,204			
Revenues Less Expenses	57,798	(397,025)	-	-	-	-	

Significant Issues and Changes

The proposed FY22-23 Weatherization Services budget has an anticipated decrease of (\$668,27), or 23.1%, as federal stimulus funds, both CARES and ARPA, were received which increased the FY21-22 Program budget. These funds have a specific period of performance and most of them will be spent prior to FY22-23



Children, Family and Community Connections Line of Business

Workforce Program

Purpose Statement

The purpose of the Workforce Program is to provide highly customized and client-centered employment services to vulnerable residents of Clackamas County so they can experience fewer barriers in obtaining and retaining meaningful employment.¹

Performance Narrative

The Workforce Program has a budget of \$1,974,760 for FY 22-23. For the first two quarters of FY 21-22, 186 participants have received employment and training services through County-funded programs, with 75 participants becoming newly employed and an employment retention score of 87% in Q1. 111 additional participants received pre or post employment services during the first half of the year. Services continue to be provided virtually and in-person at CFCC's Employment Training Center. 224 on-site client visits were conducted during the first two quarters of FY 21-22. The pandemic continues to significantly affect the Workforce Program. Staff regularly work with participants on hesitancy around obtaining employment. Concerns include childcare availability, school closures, mask and vaccine requirements and the lack of a requirements, loss of benefits and the virus itself. Reductions to the public transportation system have reduced employment options for many participants who lack other options; many educational/training programs available at Clackamas Community College are not yet offered in person—which is a better fit for most of CFCC's program participants. Employers continue to contact CFCC's Job Developers requesting staff to meet hiring needs. The Workforce Program continues to partner with Clackamas County Economic Development and the Oregon Employment Department to develop relationships with employers with immediate hiring needs.

Key Performance Measure

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/21)	FY 22-23 Target
RESULT	Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment).	75%	77%	55%	75%	55%
OUTPUT	Number of jobseekers in County-funded programs who obtained employment. ²	234	148	-	45	-

¹ The program also works closely with local business partners to connect job seekers with meaningful employment opportunities and foster successful long-term job placement.

² 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:

Oregon Department of Human Services - Job Opportunity & Basic Skills (JOBS) - July 1st, 2021 to June 30th, 2023
(No match required)

Oregon Department of Human Services - Supplemental Nutrition Assistance Program (SNAP) - October 1st, 2022 to September 30th, 2023
(Match required - CGF)



Children, Family and Community Connections Line of Business

Workforce Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	604,305	464,359	393,883	256,202	152,924	(240,959)	-61.2%
Federal, State, Local, All Other Gifts and Donations	483,172	741,385	701,915	698,720	798,335	96,420	13.7%
Charges, Fees, License, Permits, Fines, Assessments	159,564	141,540	87,000	87,000	92,000	5,000	5.7%
All Other Revenue Resources	9,175	-	-	-	-	-	-
Other Interfund Transfers	63,000	63,000	63,000	63,000	63,000	-	-
General Fund Support	912,330	646,970	881,000	881,000	868,501	(12,499)	-1.4%
Operating Revenue	1,627,241	1,592,894	1,732,915	1,729,720	1,821,836	88,921	5.1%
Total Revenue	2,231,546	2,057,253	2,126,798	1,985,922	1,974,760	(152,038)	-7.1%
Personnel Services	1,090,369	1,334,422	1,355,038	1,379,476	1,530,467	175,429	12.9%
Materials & Services	448,584	406,169	601,648	453,522	444,293	(157,355)	-26.2%
Operating Expenditure	1,538,953	1,740,591	1,956,686	1,832,998	1,974,760	18,074	14.4%
Special Payments	-	60,460	-	-	-	-	-
Transfers	54,846	-	-	-	-	-	-
Contingency	-	-	170,112	-	-	(170,112)	-100.0%
Total Expense	1,593,799	1,801,051	2,126,798	1,832,998	1,974,760	(152,038)	-7.1%
Ending Fund Balance - Restricted				152,924			
Revenues Less Expenses	637,747	256,202	-	-	-	-	

Significant Issues and Changes

The proposed FY22-23 Workforce Services budget has a minor anticipated decrease of (\$152,038), or 7.1%, as beginning fund balance is anticipated to slightly decrease, as well as a decrease in contingency funds. Materials and services costs were reduced to make up for the cost of living increase to personnel.



Children, Family and Community Connections Line of Business

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 has a budget of \$5,653,150 for FY 22-23. For the first two quarters of FY 21-22, the program served 575 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, 81 youth received substance abuse prevention and intervention services and 250 community members participated in substance use prevention activities. The program supported 315 domestic violence survivors, helping them prepare a safety plan and/or providing resources for how to stay safe.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/21)	FY 22-23 Target
RESULT	Percent of families that are healthy, stable & attached	93%	97%	85%	100%	85%
RESULT	Percent of clients with a domestic violence safety plan	92%	89%	95%	93%	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

Grant Funds:

Oregon Department of Education (ODE) Early Learning Division - July 1st, 2021 to June 30th, 2023 (Minor match requirement)

Oregon Youth Development Division (YDD) - October 1st, 2021 to June 30th, 2023 (No match requirement)

Oregon State University (OSU) - July 1st, 2022 to June 30th 2023 (No match requirement)

Oregon Parenting Education Collaborative - July 1st, 2022 to June 30th, 2023 (No match requirement)

Oregon Health Authority Alcohol and Drug Prevention Education Program (AD-PEP)
July 1st, 2021 - June 30th, 2023 (No match requirement)

Department of Health & Human Services - Substance Abuse and Mental Health Services Administration (SAMHSA)
Strategic Prevention Framework - Partnership for Success (SPF-PFS) - ongoing 5 year grant
October 1st, 2022 - September 30th, 2023 (No match requirement)

Department of Justice - Office of Juvenile Justice & Delinquency Prevention (OJJDP) - Opioid Affected Youth Initiative (OAYI)
October 1st, 2021 - September 30th, 2022 (No match requirement) - ongoing 3 year grant

Department of Justice - Office on Violence Against Women (OVW) - Criminal Justice Response Grant
October 1st, 2021 - September 30th, 2022 (No match requirement) - ongoing 3 year grant

Department of Justice - Office of Justice Programs - Bureau of Justice Affairs (BJA) - Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program (COSSAP) October 1, 2021 - September 30, 2022 (No match requirement) - ongoing 3 year grant



Children, Family and Community Connections Line of Business

Prevention Services Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,386,059	335,015	630,027	18,949	399,770	(230,257)	-36.5%
Federal, State, Local, All Other Gifts and Donations	2,377,733	4,063,688	3,950,400	5,218,684	3,583,380	(367,020)	-9.3%
Charges, Fees, License, Permits, Fines, Assessments	146,964	159,787	90,000	287,950	265,000	175,000	194.4%
All Other Revenue Resources	27,900	9,590	-	8,500	-	-	-
Other Interfund Transfers	33,000	-	-	-	-	-	-
General Fund Support	1,709,660	1,415,487	1,333,962	1,333,962	1,405,000	71,038	5.3%
Operating Revenue	4,295,257	5,648,551	5,374,362	6,849,096	5,253,380	(120,982)	-2.3%
Total Revenue	5,681,316	5,983,566	6,004,389	6,868,045	5,653,150	(351,239)	-5.8%
Personnel Services	978,655	1,108,024	1,596,411	1,518,618	1,785,725	189,314	11.9%
Materials & Services	1,411,349	1,064,889	868,914	1,099,657	679,170	(189,744)	-21.8%
Operating Expenditure	2,390,004	2,172,913	2,465,325	2,618,275	2,464,895	(430)	0.0%
Special Payments	2,853,853	3,665,820	3,282,000	3,850,000	3,188,255	(93,745)	-2.9%
Transfers	102,444	125,886	-	-	-	-	-
Contingency	-	-	257,064	-	-	(257,064)	-100.0%
Total Expense	5,346,301	5,964,618	6,004,389	6,468,275	5,653,150	(257,064)	-5.8%
Ending Fund Balance - Restricted	-	-	-	399,770	-	-	-
Revenues Less Expenses	335,015	18,949	-	-	-	-	-

Significant Issues and Changes

The proposed FY22-23 Prevention Services budget has a minor decrease of (\$257,064), or 5.8%, due to the ending of a 3 year federal opioid grant as well as a decrease in contingency funds. Materials and services and special payment categories have been decreased to offset this reduction, as well as the cost of living increase to personnel



Health Centers Line of Business

Health Centers Administration Program

Purpose Statement

The purpose of the Health Centers Administration Program is to provide leadership and direction, policy development, contract and grant coordination, quality management, budget control, fiscal oversight, medical billing, medical records management, and personnel support services to Health Center's management and staff so they can provide high quality and affordable health care to the County's most vulnerable residents.

Performance Narrative

The Administration Program budget is \$18,527,743. These resources allow us to provide centralized administrative management services across all service areas of the Health Centers Division and to support operations and future projects through a reserve and contingency fund.

Clackamas Health Centers regularly surveys patients and clients on their experience of care, interactions with staff, and respect for their culture. This measure displays the percentage of people who respond 'Good' or 'Excellent' to the question 'Overall, how would you rate your most recent experience'.

Key Performance Measure

		CY 2019 Actual	CY 2020 Actual	CY 2021 Target	CY2021 Actuals as of 12/31/21	CY 2022 Target
RESULT	% of Patients who report overall satisfaction when surveyed.	91%	90%	90%	92%	90%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

HRSA330-GY20: 05/01/2022-04/30/2023 = \$2,531,317 (Health Resources and Service Administration)

SAMHSA: Zero Suicide: 09/30/2022-09/29/2023 = \$216,370 (Substance Abuse and Mental Health Services Administration)

HRSA-Provider Relief Funds: 01/01/2022 - 12/31/2022 = \$366,134 (Health Resources and Service Administration)



Health Centers Line of Business

Health Centers Administration Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	16,544,539	17,059,200	14,061,297	17,472,869	11,842,567	(2,218,730)	-15.8%
Federal , State, Local, All Other Gifts & Donations	2,591,874	2,791,624	3,128,099	2,714,689	3,103,824	(24,275)	-0.8%
Charges, Fees, License, Permits, Fines, Assessments	2,738,807	2,436,526	2,992,329	2,727,639	2,616,160	(376,169)	-12.6%
Revenue from Bonds & Other Debts	-	45,963	45,963	45,963	45,970	7	0.0%
All Other Revenue Resources	196,554	189,983	161,000	156,000	161,000	-	-
General Fund Support	587,524	518,909	208,540	208,540	-	(208,540)	-100.0%
Total Revenue	22,659,298	23,042,205	20,597,228	23,325,699	17,769,521	(2,827,707)	-13.7%
Personnel Services	4,049,513	3,910,009	4,219,754	3,820,849	4,454,164	234,410	5.6%
Materials & Services	2,380,496	2,201,696	2,327,234	2,365,429	2,231,012	(96,222)	-4.1%
Capital Outlay	803,911	486,035	3,500,000	6,298,546	-	(3,500,000)	-100.0%
Operating Expenditure	7,233,920	6,597,740	10,046,988	12,484,824	6,685,176	(3,361,812)	-33.5%
Special Payments	305,136	2,736	6,376	-	-	(6,376)	-100.0%
Transfers	29,541	253,296	-	-	-	-	-
Contingency	-	-	10,561,297	-	11,842,567	1,281,270	12.1%
Total Expense	7,568,597	6,853,772	20,614,661	12,484,824	18,527,743	(5,448,730)	-10.1%
Ending Fund Balance - Restricted				10,840,875			
Total Revenues Less Expenses	15,090,701	16,188,433	(17,433)	-	(758,222)	(740,789)	
Significant Issues and Changes							



Health Centers Line of Business

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 budget is \$14,615,949. The Primary Care Program provides comprehensive health services at three primary care clinics. These resources allow us to provide comprehensive health services to our patients focusing on the treatment and improvement of the physical and mental health of each patient.

As the seventh leading cause of death in the U.S., diabetes kills approximately 83,600 people a year (according to the American Diabetes Association, 2017). This measure displays the percentage of patients 18-75 years of age seen at Clackamas Health Centers with a diagnosis of diabetes who had blood sugar in the controlled range (hemoglobin A1c > 9.0%) during the measurement period. To improve this measure in the coming year, Clackamas Health Centers is engaging in an expanded focus on care for chronic conditions as a response to the COVID 19 pandemic subsides.

Key Performance Measure

		FY 19-20 Actual	FY 20-21 Actual	CY 2021 Target	FY 21-22 Actuals as of 12/31/21	CY 2022 Target
RESULT	Percent of patients with Diabetes with blood sugar levels under control. ¹	71%	78%	67%	69%	72.5%
OUTPUT	Number of primary care visits.	41,674	44,299	-	21,995	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

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

SAMHSA: Zero Suicide: 09/30/2022-09/29/2023 = \$208,360 (Substance Abuse and Mental Health Services Administration)

HRSA: ARPA Funds: 04/01/2021 - 03/31/2023 = \$22,440 (Health Resources and Service Administration)



Health Centers Line of Business

Primary Care Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	3,047,114	3,661,808	1,715,518	2,125,109	1,876,910	161,392	9.4%
Charges, Fees, License, Permits, Fines, Assessments	9,155,055	9,168,991	9,115,969	9,894,152	9,611,700	495,731	5.4%
All Other Revenue Resources	17,635	8,660	13,652	8,113	13,650	(2)	0.0%
General Fund Support	-	-	310,369	310,370	-	(310,369)	-100.0%
Total Revenue	12,219,804	12,839,459	11,155,508	12,337,744	11,502,260	346,752	3.1%
Personnel Services	10,234,275	9,494,712	10,377,885	10,371,388	11,613,947	1,236,062	11.9%
Materials and Services	3,248,350	3,416,319	2,825,557	3,120,733	3,002,002	176,445	6.2%
Capital Outlay	-	3,909	-	-	-	-	-
Operating Expenditure	13,482,625	12,914,940	13,203,442	13,492,120	14,615,949	1,412,507	10.7%
Total Expense	13,482,625	12,914,940	13,203,442	13,492,120	14,615,949	1,412,507	10.7%
Ending Fund Balance - Restricted				(1,154,376)			
Revenues Less Expenses	(1,262,821)	(75,481)	(2,047,934)	-	(3,113,689)	(1,065,755)	

Significant Issues and Changes

The Primary Care Program will have expanded capacity in the Sandy area with the completion of the new Integrated Sandy Health Clinic opening in April of 2022.



Health Centers Line of Business

Gladstone Pediatric Clinic and School-Based Health Centers

Purpose Statement

The purpose of the Gladstone Pediatric Clinic and School-Based Health Centers Program is to provide quality, evidence-based pediatric care, to children and teens in order to support and promote their optimal health, growth and development.

Performance Narrative

The Primary Care Program budget is \$4,236,320. The Gladstone Pediatric Clinic and School-Based Health Centers Program provides comprehensive health services at one pediatric primary care clinic and three school based health centers. These resources allow us to provide comprehensive health services to our patients focusing on the treatment and improvement of the physical and mental health of each patient.

Immunizations are one of the greatest public health achievements, preventing tens of thousands of deaths, millions of cases of disease, and saving billions of dollars per decade. Immunizations are a safe, effective way to protect children from disease, including some cancers, as well as hospitalization, disability, and death. It is especially important during a pandemic or other public health emergency to maintain routine immunizations to prevent further outbreaks. Clackamas Health Centers focuses on this key measure through patient outreach, patient education, and emphasis on providing immunizations by key benchmarks in child development.

Key Performance Measure

		FY 19-20 Actual	FY 20-21 Actual	CY 2021 Target	FY 21-22 Actuals as of 12/31/21	CY 2022 Target
RESULT	Percent of child patients (age 2 and younger) will have complete immunizations. ¹	71%	78%	68.9%	66%	71.1%
OUTPUT	Number of primary care visits.	4,493	6,256	-	4,221	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

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

HRSA: ARPA Funds: 04/01/2021 - 03/31/2023 = \$447,610 (Health Resources and Service Administration)



Health Centers Line of Business

Gladstone Pediatric Clinic and School-Based Health Centers

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	78,282	677,849	161,161	346,380	603,000	441,839	274.2%
Charges, Fees, License, Permits, Fines, Assessments	970,466	2,095,077	3,323,997	2,399,209	3,312,010	(11,987)	-0.4%
All Other Revenue Resources	-	-	-	355,000	-	-	-
Total Revenue	1,048,748	2,772,926	3,485,158	3,100,589	3,915,010	429,852	12.3%
Personnel Services	1,278,141	2,669,963	3,572,966	2,931,073	3,639,312	66,346	1.9%
Materials and Services	260,274	533,782	547,886	542,514	597,008	49,122	9.0%
Capital Outlay	-	-	-	16,425	-	-	-
Operating Expenditure	1,538,414	3,203,745	4,120,852	3,490,012	4,236,320	115,468	2.8%
Total Expenses	1,538,414	3,203,745	4,120,852	3,490,012	4,236,320	115,468	2.8%
Ending Fund Balance - Restricted				(389,423)			
Revenues Less Expenses	(489,666)	(430,819)	(635,694)	-	(321,310)	314,384	

Significant Issues and Changes

Gladstone Pediatric Clinic and School-Based Health Centers program opened two new school based health centers at Clackamas High School and Adrienne C Nelson High School during the FY21-22.



Health Centers Line of Business

Dental Program

Purpose Statement

The purpose of the Dental Program is to provide dental health care services to people with limited access to dental services so they can experience a transition from urgent care to restoring oral wellness and improved dental health.

Performance Narrative

The Dental Program budget is \$6,825,197. These resources allow us to provide comprehensive dental services at three dental clinics with the focus of treating and improving the oral health of each patient. In FY 21-22, the Dental Program expanded to provide dental services to clients in Sandy.

Poor oral health has been linked to chronic pain, lost school days, and avoidable visits to the emergency department. Oral health can also affect speech, nutrition, growth and function, social development. Ensuring all children have access to dental health care during these formative years is important to their overall health and quality of life. By adding Pediatric Dental, and through deliberate focus, Clackamas Health Centers has made great strides in ensuring children seen within our Dental program receive preventative care services.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	CY 2021 Target	FY 21-22 Actuals as of 12/31/21	CY 2022 Target
RESULT	Percent of children (age 1-14) seen at Dental Health Centers receiving preventative dental services. ¹	21.0%	26.0%	33.7%	39.0%	43.1%
OUTPUT	Number of dental visits.	14,859	16,162	-	9,424	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

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

HRSA: ARPA Funds: 04/01/2021 - 03/31/2023 = \$1,442,633 (Health Resources and Service Administration)



Health Centers Line of Business

Dental Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	7,366	82,477	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,118,072	1,406,041	298,652	1,197,608	1,571,783	1,273,131	426.3%
Charges, Fees, License, Permits, Fines, Assessments	3,584,556	3,536,160	5,352,600	4,783,494	5,752,000	399,400	7.5%
Total Revenue	4,709,994	5,024,678	5,651,252	5,981,102	7,323,783	1,672,531	29.6%
Personnel Services	3,682,397	3,971,859	5,140,507	4,289,310	5,606,959	466,452	9.1%
Materials and Services	1,268,107	1,090,812	1,163,049	1,292,108	1,218,238	55,189	4.7%
Capital Outlay	218,461	5,984	-	267,483	-	-	-
Operating Expenditure	5,168,965	5,068,655	6,303,556	5,848,901	6,825,197	521,641	8.3%
Total Expense	5,168,965	5,068,655	6,303,556	5,848,901	6,825,197	521,641	8.3%
Ending Fund Balance - Restricted				132,201			
Revenues Less Expenses	(458,971)	(43,978)	(652,304)	-	498,586		

Significant Issues and Changes

The Dental Program has opened a new clinic in Sandy with the completion of the integrated Sandy Health Center in April of 2022.



Health Centers Line of Business

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 budget is \$17,910,755. 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 additional treatment services to children, adolescents, adults, and their families.

As part of the H3S Zero Suicide initiative, Clackamas Health Centers is committed to suicide prevention in health and behavioral health care systems, and also a specific set of tools and strategies. Including assessment of suicide risk for all clients over age 12. Data shows the percentage of clients that were screened during an assessment or an annual re-assessment. Suicide is one of the leading causes of death in Oregon. There were 906 deaths in 2019 in the state of Oregon, and 68 in Clackamas county. Current data shows that for 2020, there were 833 deaths in Oregon, and 79 in Clackamas County. This data is from OHA Oregon Death Data records.

Key Performance Measure

		FY 19-20 Actual	FY 20-21 Actual	CY 2021 Target	FY 21-22 Actuals as of 12/31/21	CY 2022 Target
RESULT	Percent of clients 12 and older screened for suicide risk at their initial and/or annual assessment and as clinically needed. ¹	90%	85%	Reporting Only due to Covid	75%	65%
OUTPUT	Number of client visits.	57,860	57,324	-	33,507	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

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

CJC: Mental Health Court Grant: 07/01/2022-06/30/2023 = \$128,900 (Criminal Justice Commission)

CJC: Adult Drug Court Grant: 07/01/2022-06/30/2023 = \$102,130 (Criminal Justice Commission)

CJC:DUII Court Grant: 07/01/2022-06/30/2023 = \$35,593 (Criminal Justice Commission)

BJA: Adult Drug Grant: 07/01/2022-06/30/2023 = \$170,588 (Bureau of Justice Assistance)



Health Centers Line of Business

Behavioral Health Clinic Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	110,582	177,768	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	1,231,572	960,056	545,215	554,985	507,210	(38,005)	-7.0%
Charges, Fees, License, Permits, Fines, Assessments	16,789,544	15,856,469	18,964,910	17,825,885	21,090,600	2,125,690	11.2%
All Other Revenue Resources	8,062	5,218	7,582	5,403	7,580	(2)	0.0%
Total Revenue	18,139,760	16,999,511	19,517,707	18,386,273	21,605,390	2,087,683	10.7%
Personnel Services	10,652,395	11,831,466	13,152,013	12,748,267	14,435,746	1,283,733	9.8%
Materials and Services	3,047,161	3,333,330	3,012,329	3,224,716	3,475,009	462,680	15.4%
Operating Expenditure	13,699,556	15,164,796	16,164,342	15,972,983	17,910,755	1,746,413	10.8%
Total Expense	13,699,556	15,164,796	16,164,342	15,972,983	17,910,755	1,746,413	10.8%
Ending Fund Balance - Restricted				2,413,290			
Revenues Less Expenses	4,440,204	1,834,715	3,353,365	-	3,694,635		

Significant Issues and Changes

Both the Stewart and Hilltop Behavioral Health Clinics will need to be moved to make way for the new Clackamas County Court House construction project.



Community Development

Community Development Division

Purpose Statement

The purpose of the Community Development Division is to provide supportive and houseless services, creation and maintaining affordable housing, housing rehabilitation, and neighborhood revitalization services to low and moderate income individuals and families so they can feel secure in healthy, safe, and 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), the Community Development Division undertakes a variety of affordable housing, housing rehabilitation, neighborhood improvement, community facility, public facility, public services and historic preservation projects. Community Development (CD) general functions are strategic planning and administration, housing development and rehabilitation, public facility and public service projects, and coordinating the efforts of the Continuum of Care and HMIS.

In addition to our annual allocations of grant funding from HUD, the Community Development Division continues to work on expending CDBG Cares Act funds (CDBG and ESG COVID funds) through construction contracts and services for people that are homeless. The HOME American Rescue Plan (ARP) planning funds of approximately \$182,000 have been requested with another potential \$3.4 million available for projects and services available to the County.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 1/31/22	FY 22-23 Target
RESULT	Percent of houseless individuals served by CoC programs who move to or maintain stable housing. ¹	85%	85%	85%	96%	85%
OUTPUT	Number of affordable housing units retained or in development (subtotals below). ²	500	206	300	478	267
	# of Affordable units in pre-development.	200	0	100	148	67
	# of Affordable units under construction.	256	148	100	212	100
	# of Affordable units completed and/or rehabilitated.	44	58	100	118	100

¹ CoC measure as reported in the latest CoC Consolidated Application.

² Community Development and H3S will continue to refine these unit development measures.

Additional partners are contributing to the County's affordable housing production in various ways (e.g. DTD with zoning changes, and BCS with new land banking authority) inside and outside of the Metro boundaries and with affordability at various income levels.

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 These measures are funded from the following sources: (1) Houseless Programs - Continuum of Care Planning and Continuum of Care Homeless Management Information System (HMIS) funding from the U.S. Department of Housing and Urban Development (HUD). The Emergency Solutions Grant (ESG) funds have been utilized for the 25% match requirement. The balance of ESG funding is also utilized for houseless programming.; (2) Affordable Housing - a combination of HUD HOME and Community Development Block Grant (CDBG) funding. The HOME and CDBG funds are part of an annual allocation the County receives from HUD. The HOME program has an overall 25% match requirement. The match is met by the HOME affordable housing development projects.



Housing & Community Development Line of Business

Community Development Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	739,128	640,064	640,064	543,350	543,350	(96,714)	-15.1%
Federal, State, Local, All Other Gifts & Donations	5,206,168	3,910,644	5,807,036	4,202,036	6,463,572	656,536	11.3%
All Other Revenue Resources	(177)	2,982	855,000	750,000	1,210,000	355,000	41.5%
Charges, Fees, License, Permits, Fines, Assessments	216,545	31,421	290,000	85,000	65,000	(225,000)	-77.6%
Revenue from Bonds & Other Debts	572,485	662,198	580,000	580,000	488,000	(92,000)	-15.9%
Other Interfund Transfers	98,279	25,622	-	-	-	-	-
General Fund Support	-	-	40,781	40,781	-	(40,781)	-100.0%
Operating Revenue	6,093,300	4,632,867	7,572,817	5,657,817	8,226,572	653,755	8.6%
Total Revenue	6,832,428	5,272,931	8,212,881	6,201,167	8,769,922	557,041	6.8%
Personnel Services	1,223,869	1,251,089	1,312,523	1,332,715	1,419,087	106,564	8.1%
Materials and Services	4,084,388	2,035,081	3,941,542	2,956,183	4,805,123	863,581	21.9%
Capital Outlay	14,960	(12,960)	5,000	5,000	55,000	50,000	1000.0%
Operating Expenditure	5,323,217	3,273,210	5,259,065	4,293,898	6,279,210	1,020,145	19.4%
Debt Service	1,814	2,591	4,000	4,000	-	(4,000)	-100.0%
Special Payments	867,332	1,453,780	2,309,752	1,359,919	1,947,362	(362,390)	-15.7%
Contingency	-	-	640,064	-	543,350	(96,714)	-15.1%
Total Expense	6,192,363	4,729,581	8,212,881	5,657,817	8,769,922	557,041	6.8%
Ending Fund Balance - Restricted	-	-	-	543,350	-	-	-
Revenues Less Expenses	640,065	543,350	-	-	-	-	-

Significant Issues and Changes

Overall for the Community Development Division, three times the annual amount of funding was received for CDBG, ESG and HOME funds since 2020. An additional \$3 mil. CDBG, \$3 mil. ESG and \$3.6 mil. HOME dollars received in 2020-2021. Nine (9) additional ESG contracts and 2 CDBG Public Facility projects with no new staff hired. Naturally resulting in diminished current staff capacity.

CDD is part of the planned transition to include housing programing in a new division. This internal transition will result in delays in the time it takes to complete CDD projects.



Public Health Line of Business

Public Health Administration Program

Purpose Statement

The purpose of the Public Health Administration Program is to provide personnel/payroll management, procurement activities, grant coordination, budget control and fiscal management, for Public Health management and staff so they can experience continued and predictable resources/funding to carry out Public Health initiatives.

Performance Narrative

As reflected in our contract performance measure, significant processing delays were/are due to Public Health's COVID response efforts and the pressure put on the PH Administration Program. Furthermore, additional delays were due to process changes implemented by the BCC, County Counsel, and Procurement..

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/21	FY 22-23 Target
RESULT	Percent of contracts (new and renewals) processed within 60 days.	91%	79%	85%	46%	85%
RESULT	Percent of all current staff members will receive an Individual Development Plan	On Hold	On Hold	100%	On Hold	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 Public Health shares PSB, suite 367, front office reception services with the Health Centers: Public Health pays for .75 FTE of an Office Specialist 2 and the Health Centers pays the remaining .25 FTE of an Office Specialist 2.



Public Health Line of Business

Public Health Administration Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	176,960	-	-	(176,960)	-100.0%
Federal, State, Local, All Other Gifts & Donations	-	-	121,294	-	-	(121,294)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	610,639	-	607,099	41,498	-	(607,099)	-100.0%
All Other Revenue Resources	7,245	531,804	-	619,835	813,920	813,920	-
Other Interfund Transfers	395,837	-	1,252,951	-	-	(1,252,951)	-100.0%
Transfers In From General Fund	-	840	-	-	-	-	-
Operating Revenue	1,013,721	532,644	1,981,344	661,333	813,920	(1,167,424)	-58.9%
Total Revenue	1,013,721	532,644	2,158,304	661,333	813,920	(1,344,384)	-62.3%
Personnel Services	306,695	270,728	826,011	452,733	767,902	(58,109)	-7.0%
Materials and Services	119,639	240,140	79,342	207,943	46,018	(33,324)	-42.0%
Capital Outlay	-	-	-	657	-	-	-
Operating Expense	426,334	510,868	905,353	661,333	813,920	(91,433)	-10.1%
Contingency	-	-	1,252,951	-	-	(1,252,951)	-100.0%
Total Expense	426,334	510,868	2,158,304	661,333	813,920	(1,344,384)	-62.3%
Revenue Less Expense	587,387	21,777	-	-	-	-	-
Significant Issues and Changes							



Public Health Line of Business

Access to Preventive Health

Purpose Statement

The purpose of the Access to Preventive Health Program, is to promote community health through building partnerships, connecting systems, and providing services to improve immunization rates, reproductive health, and maternal and childhood health and nutrition.

Performance Narrative

Women, Infants, and Children (WIC): WIC caseload has been decreasing the past five years. The last three months CPH has managed to reverse this trend and has recently experienced slight increases in overall caseload. However, CPH continues to fall short on enrolling Medicaid-eligible pregnant women onto WIC. Recommendation: Increase outreach and referrals to prenatal medical providers. Contribute to existing initiatives to develop and implement a tri-county coordinated Maternal Child Health Referral System.

Key Performance Measure

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/21	FY 22-23 Target
RESULT	60% Medicaid eligible pregnant women enrolled in WIC	49%	49%	60%	46%	60%

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

1. Home Visiting : OARs 333-006-0000 through 333-006-0170, ORS 431.413, ORS 431.131, ORS 431.141, and ORS 431.144
2. WIC: ORS 431.413, ORS 431.131, ORS 431.141, and ORS 431.144
3. Immunization Services: ORS 433.269



Public Health Line of Business

Access to Preventive Health

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	99,580	80,774		23,817	(56,957)	-70.5%
Federal, State, Local, All Other Gifts & Donations	2,113,220	2,277,352	2,129,881	2,421,968	2,431,150	301,269	14.1%
Charges, Fees, License, Permits, Fines, Assessments	33,698	58,206	695,244	393,046	1,053,019	357,775	51.5%
All Other Revenue Resources	695	1,800	-	-	-	-	-
Other Interfund Transfers	-	251,015	-	-	-	-	-
General Fund Support	914,193	-	394,810	370,810	886,810	492,000	124.6%
Operating Revenue	3,061,806	2,588,373	3,219,935	3,185,824	4,370,979	1,151,044	35.7%
Total Revenue	3,061,806	2,687,953	3,300,709	3,185,824	4,394,796	1,094,087	33.1%
Personnel Services	1,691,786	1,664,250	2,083,856	1,833,435	2,781,094	697,239	33.5%
Materials and Services	1,235,567	1,082,148	1,216,854	1,269,242	1,531,302	314,449	25.8%
Capital Outlay	-	-	-	1,314	10,400	10,400	-
Operating Expenditure	2,927,353	2,746,398	3,300,709	3,103,991	4,322,796	1,022,087	31.0%
Special Payments	-	-	-	72,000	72,000	72,000	-
Total Expense	2,927,353	2,746,398	3,300,709	3,175,991	4,394,796	1,094,087	33.1%
Ending Fund Balance - Restricted				9,833			
Revenue Less Expense	134,453	(58,446)	-	-	-	-	-
Significant Issues and Changes							



Public Health Line of Business
Office of Public Health Emergency Services

Purpose Statement

The purpose of the Office of Public Health Emergency Services, is to work with local, state and federal partners, to enhance public health emergency preparedness and response efforts. We are responsible for developing an Ambulance Service Area Plan for the county as well as regulatory oversight and ongoing quality improvement initiatives for emergency medical services.

Performance Narrative

As of 12/31/21, Emergency Medical Services (EMS) surpassed their target of 90% of response time compliance, achieved every month, for ambulance services providers priority calls, by 5%.

Priority calls include:

Priority 1 calls - life threatening medical emergencies

Priority 2 calls – non-life-threatening medical emergencies

Priority 3 calls - non-emergency medical need requiring medical transport

Key Performance Measure

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/21	FY 22-23 Target
RESULT	Percent response time compliance achieved every month, measured separately for Priority 1, Priority 2 and Priority 3 calls for ambulance service providers ¹	95%	95%	90%	95%	90%

¹ This measure is mandated by Oregon Health Authority

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**

All Hazard Preparedness: ORS 431.001-550

Emergency Medical Services: ORS 682.017-991

Ambulance Cost Savings/Enhancement: ORS 682.017-991



Public Health Line of Business

Office of Public Health Emergency Services

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	439,039	990,211	769,956	1,225,893	734,546	(35,410)	-4.6%
Federal, State, Local, All Other Gifts & Donations	1,660,968	1,882,068	2,450,558	1,234,159	253,960	(2,196,598)	-89.6%
Charges, Fees, License, Permits, Fines, Assessments	856,511	980,882	1,133,589	737,794	821,420	(312,169)	-27.5%
All Other Revenue Resources	1,659	-	-	-	-	-	-
Other Interfund Transfers	508,922	1,035,681	-	-	-	-	-
General Fund Support	-	-	405,752	400,806	-	(405,752)	-100.0%
Operating Revenue	3,028,060	3,898,631	3,989,899	2,372,759	1,075,380	(2,914,519)	-73.0%
Total Revenue	3,467,099	4,888,842	4,759,855	3,598,652	1,809,926	(2,949,929)	-62.0%
Personnel Services	1,349,995	1,944,999	2,622,881	749,927	725,441	(1,897,440)	-72.3%
Materials and Services	705,205	1,233,633	1,078,235	1,288,960	609,465	(468,770)	-43.5%
Capital Outlay	-	294,827	112,781	2,157	-	(112,781)	-100.0%
Operating Expenditure	2,055,200	3,473,459	3,813,897	2,041,044	1,334,906	(2,478,991)	-65.0%
Special Payments	384,178	234,662	572,066	823,062	233,740	(338,326)	-59.1%
Contingency	-	-	373,893	-	241,280	(132,613)	-35.5%
Total Expense	2,439,378	3,708,121	4,759,855	2,864,106	1,809,926	(2,949,929)	-62.0%
Ending Fund Balance - Restricted	-	-	-	734,546	-	-	-
Revenue Less Expense	1,027,721	1,180,721	-	-	-	-	-
Significant Issues and Changes							



Public Health Line of Business

Environmental Health Program

Purpose Statement

The purpose of the Environmental Health Program, is to provide technical and scientific expertise related to public health and disease prevention from the natural and built world through education and regulation. We investigate food and waterborne illnesses to stop and prevent continued spread. We license and inspect food, recreational lodging, and public pool facilities; regulate small drinking water systems; and provide inspections for childcare and schools. We respond during emergencies to protect the health and safety of the public.

Performance Narrative

OHA suspended inspection rate and process standards in 2021 due to the COVID-19 pandemic. OHA advised to stop both in-person field work and scored routine inspections after 3/13 and temporarily suspended Intergovernmental Agreement (IGA) inspection requirements.

Key Performance Measure

		CY 2020 Actual	CY 2021 Actual	CY 2022 Target	FY 21-22 Actual as of 12/31/21	CY 2023 Target
RESULT	Percent of routine licensed facility inspections completed within the year.	17%	55%	90%	55%	90%

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/Health Inspection: ORS 431, 446, 448, and 624

Safe Drinking Water: ORS 431, 448 & Federal SWDA



Public Health Line of Business

Environmental Health Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	382,092	209,789	271,782	1,114,075	904,286	431.0%
Federal, State, Local, All Other Gifts & Donations	152,975	181,252	179,470	1,412,419	167,310	(12,160)	-6.8%
Charges, Fees, License, Permits, Fines, Assessments	1,399,230	715,552	1,309,085	893,789	943,124	(365,961)	-28.0%
All Other Revenue Resources	20	50	5,000	395	400	(4,600)	-92.0%
Transfers In From Other Funds	48,572	124,582	-	-	-	-	-
Transfers In From General Fund	-	-	41,726	75,043	73,590	31,864	76.4%
Operating Revenue	1,600,796	1,021,436	1,535,281	2,381,646	1,184,424	162,988	-22.9%
Total Revenue	1,600,796	1,403,528	1,745,070	2,653,428	2,298,499	1,067,274	31.7%
Personnel Services	751,444	825,315	1,385,140	1,230,430	1,851,798	466,658	33.7%
Materials and Services	383,940	201,936	272,907	214,533	338,961	66,054	24.2%
Capital Outlay	-	-	-	1,314	1,500	1,500	-
Operating Expenditure	1,135,384	1,027,251	1,658,047	1,446,277	2,192,259	534,212	32.2%
Special Payments	84,543	104,496	87,023	93,076	106,240	19,217	22.1%
Total Expense	1,219,927	1,131,746	1,745,070	1,539,353	2,298,499	553,429	31.7%
Ending Fund Balance - Restricted	-	-	-	1,114,075	-	-	-
Revenue Less Expense	380,869	271,782	-	-	-	513,845	-
Significant Issues and Changes							
Ending Fund Balance - Restricted							



Public Health Line of Business

Infectious Disease Control and Prevention Program

Purpose Statement

The purpose of the Infectious Disease Control and Prevention Program, is to focus on reportable disease surveillance, investigations, and response, as well as oversee disease reporting for medical providers. We partner on vector control and animal bite response. We also provide STI/HIV prevention, education, and investigation.

Performance Narrative

The rate of gonorrhea incidence (cases per 100,000 population) informs the Public Health Division of the burden of sexually transmitted infections (STI) in the county. As such, there is no target. At the end of 2021, the incidence of gonorrhea in Clackamas County was 86.14 cases per 100,000 population. These numbers are comparable to the incidence in 2019 (87.52 per 100,000), and lower than the incidence in 2020 (104.31 per 100,000). This figure is concerning as it is likely to be a false representation of the actual STI burden, as the COVID-19 pandemic significantly reduced testing across the country, meaning many cases of gonorrhea and other STIs have gone unreported. It is more likely that the incidence of gonorrhea is higher than what was reported in 2021 due to people not accessing the care they need to prevent and treat STIs.

By measuring the percentage of early syphilis cases with all three indicators documented (HIV status, pregnancy status, sex of partners), we are looking at how comprehensively members of the IDCP team are able to complete interviews with syphilis cases, which is a reflection on how well-staffed the IDCP team is to respond to various reportable illnesses. This year, the IDCP team did not meet the 85% target though they nearly achieved the goal. The IDCP team did collect the three risk factors for 80.74% of cases, however, a significant achievement considering that syphilis cases are on the rise and at an all-time high in Clackamas County.

In terms of tuberculosis cases, 100% of the six active cases in 2021 received appropriate treatment. This is an increase when compared to 2020, wherein IDCP managed only two active tuberculosis cases. The 2021 caseload is more on par to 2019, wherein the team managed seven active tuberculosis cases.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/21	FY 22-23 Target
RESULT	Rate of gonorrhea incidence per 100,000 ¹	88	104	-	86.14	-
RESULT	Percent syphilis cases with investigative files that contain risk factor information: [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]	91%	74%	85%	81%	85%

¹ This result does not have a target, it is only meant to show the changes per year.

Program includes:

Mandated Services ☒

Shared Services ☐

Grant Funding ☒

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services

Communicable Disease: ORS 431-433 & 437

Tuberculosis Control: ORS 433.006

HIV Prevention: OAR 333-022-0210



Public Health Line of Business

Infectious Disease Prevention and Control Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	1,419,693	1,977,038	5,314,549	2,095,246	118,208	6.0%
Federal, State, Local, All Other Gifts & Donations	3,384,681	11,568,938	9,036,394	4,725,558	4,570,421	(4,465,973)	-49.4%
Charges, Fees, License, Permits, Fines, Assessments	61,903	34,378	82,000	-	-	(82,000)	-100.0%
All Other Revenue Resources	16,582	27,671	7,500	46,649	169,740	162,240	2163.2%
General Fund Support	-	-	1,066,212	1,029,718	364,390	(701,822)	-65.8%
Operating Revenue	4,016,112	12,079,163	10,192,106	5,801,925	5,104,551	(5,087,555)	-49.9%
Total Revenue	4,016,113	13,498,856	12,169,144	11,116,474	7,199,797	(4,969,347)	-40.8%
Personnel Services	1,400,160	4,508,824	7,613,252	4,868,216	5,096,052	(2,517,200)	-33.1%
Materials and Services	817,298	3,578,053	4,432,288	3,821,950	2,006,555	(2,425,733)	-54.7%
Capital Outlay	-	-	-	100,657	-	-	-
Operating Expenditure	2,217,458	8,086,877	12,045,540	8,790,823	7,102,607	(4,942,933)	-41.0%
Special Payments	85,124	97,430	123,604	363,885	97,190	(26,414)	-21.4%
Total Expense	2,302,581	8,184,307	12,169,144	9,154,708	7,199,797	(4,969,347)	-40.8%
Ending Fund Balance - Restricted				1,961,766			
Revenue Less Expense	1,713,532	5,314,549	-	-	-	-	-
Significant Issues and Changes							



Public Health Line of Business

The Center for Population Health

Purpose Statement

The Purpose of the Center for Population Health, is to lead the division's work on equity, policy, data, quality improvement and partnerships. Our work is collaborative by nature, and we often work across program areas in Public Health and other divisions in Health, Housing & Human Services (H3S).

Performance Narrative

The smoking rate performance measure is reported out every two years in December by the Oregon Health Authority. We anticipate new data in December of 2022.

The Opioid prescription per 1,000 performance measure is reported through the State of Oregon. We anticipate new data in first quarter for FY 22-23.

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/21	FY 22-23 Target
RESULT	Smoking rates (past 30 days) among 11th grade youth ¹	24.8%	NA	20%	NA	20%
RESULT	Opioid prescriptions per 1,000 residents	171.8	163.9	155	NA	155

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

1. CHIP - Blue Print: ORS 431.001-550
2. Public Health Modernization: ORS 431.001-550
3. Tobacco Program: ORS 431.001-550

Shared Services

Public Health and Social Services are combining grant resources to award Blue Print grants to community based organizations. The funding is a composition of County General Funds, Health Share of Oregon Funds, and the Older Americans Act Funds.



Public Health Line of Business

The Center for Population Health

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	190,812	398,604	377,685	391,609	(6,995)	-1.8%
Federal, State, Local, All Other Gifts & Donations	533,082	571,630	421,914	841,551	3,184,184	2,762,271	654.7%
Charges, Fees, License, Permits, Fines, Assessments	135,414	55,959	58,929	135,490	144,200	85,272	144.7%
All Other Revenue Resources	9,789	-	-	8,170	-	-	-
Other Interfund Transfers	288,295	248,505	-	-	-	-	-
General Fund Support	-	-	214,828	246,951	841,010	626,182	291.5%
Operating Revenue	966,580	876,094	695,670	1,232,162	4,169,394	3,473,724	499.3%
Total Revenue	966,580	1,066,906	1,094,274	1,609,847	4,561,003	3,466,729	316.8%
Personnel Services	507,257	499,692	692,857	625,110	3,190,455	2,497,598	360.5%
Materials and Services	230,779	189,529	401,417	592,472	1,069,888	668,471	166.5%
Capital Outlay	-	-	-	656	100,660	656	-
Operating Expenditure	738,036	689,222	1,094,274	1,218,238	4,361,003	3,166,725	298.5%
Special Payments	-	-	-	-	200,000	200,000	-
Total Expense	738,036	689,222	1,094,274	1,218,238	4,561,003	3,366,725	316.8%
Ending Fund Balance - Restricted	-	-	-	391,609	-	-	-
Revenue Less Expense	228,544	377,685	-	-	-	-	-
Significant Issues and Changes							



Public Health Line of Business

Vital Statistics Program

Purpose Statement

The purpose of the Vital Statistics Program is to provide birth and death certificate services to families and funeral homes so they can establish their identification or settle an estate. These services adhere to Oregon law requiring all vital events such as birth and death to be permanently recorded and registered.

Performance Narrative

Vital Records processed 3344 DCs in FY 20-21, similar to FY 19-20 that had 3289. We processed 2239 DCs in the first half of FY 21-22. This is significantly higher than the same time period for the previous fiscal years, FY 19-20: 1584 and FY 20-21: 1447. That is an increase of 41.35% and 54.73% respectively. Despite this significant increase the front office staff was able to still maintain a 93.72% which is just below our goal.

Key Performance Measure

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/21	FY 22-23 Target
RESULT	Percent of death certificates processed same day received (within 24 hours).	96%	97%	95%	94%	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 **Mandated Services:**

Vital Statistics: OHA/ORS 432.035 & OAR 333-011-0340



Public Health Line of Business

Vital Statistics Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	53,853	-	144,534	161,811	170,285	25,751	17.8%
Charges, Fees, License, Permits, Fines, Assessments	505,724	485,783	182,821	438,637	501,200	318,379	174.1%
Transfers In From General Fund	-	-	-	-	-	-	-
Operating Revenue	505,724	485,783	182,821	438,637	501,200	318,379	174.1%
Total Revenue	559,577	485,783	327,355	600,448	671,485	344,130	105.1%
Personnel Services	148,738	136,196	224,225	139,069	505,175	280,951	125.3%
Materials and Services	106,229	126,002	100,031	155,804	164,310	64,280	64.3%
Operating Expenditure	254,967	262,198	324,255	294,873	669,485	345,230	106.5%
Special Payments	3,791	3,329	3,100	1,810	2,000	(1,100)	-35.5%
Total Expense	258,759	265,526	327,355	296,683	671,485	344,130	105.1%
Ending Fund Balance - Restricted	-	-	-	303,765	-	-	-
Revenue Less Expense	300,818	220,256	-	-	-	-	-

Significant Issues and Changes

FY21-22 Projected YE unappropriated fund balance of \$133,480 is being moved to the FY22-23 Proposed Budget for the COVID project within the



Social Services Line of Business

Social Services Administration Program

Purpose Statement

The purpose of the Social Services Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, personnel, and general support services to Social Services management and staff so they can provide high quality services to the County's vulnerable residents.

Performance Narrative

The Social Services Administration Program is responsible for managing a \$51 million dollar budget comprised of 80 different funding sources. The program oversees over 115 contracts and processes thousands of invoices each year. The 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 20-21 the division had no fiscal findings.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/21) ¹	FY 22-23 Target
RESULT	Percentage of audits that result in zero fiscal findings.	100%	100%	100%	-	100%
OUTPUT	Number of contracts processed.	102	118	-	-	-
OUTPUT	Number of walk-ins and appointments seen at reception.	8,873	544	-	-	-
OUTPUT	Number of rides provided by Mt. Hood Express.	63,610	35,972	-	16,696	-

¹ Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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 \$85,113, which is met with County General Fund and private donations.



Social Services Line of Business

Social Services Administration Program

Budget Summary

	FY 19-20 Actuals	FY 20-21 Actuals	FY21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,599,219	1,401,252	3,211,557	3,211,560	3,565,163	353,606	11.0%
Federal, State, Local, All Other Gifts & Donations	1,239,671	3,198,459	2,413,025	3,095,435	2,274,530	(138,495)	-5.7%
Charges, Fees, License, Permits, Fines, Assessments	1,904,552	2,303,378	2,666,561	2,027,030	3,332,620	666,059	25.0%
All Other Revenue Resources	49,956	113,086	26,500	11,500	11,500	(15,000)	-56.6%
Other Interfund Transfers	1,441,781	-	100,000	100,000	-	(100,000)	-100.0%
General Fund Support	-	1,345,965	1,013,868	1,013,870	932,700	(81,168)	-8.0%
Operating Revenue	4,635,960	6,960,888	6,219,954	6,247,835	6,551,350	331,396	5.3%
Total Revenue	6,235,179	8,362,140	9,431,511	9,459,395	10,116,513	685,002	7.3%
Personnel Services	1,746,753	1,823,657	2,620,156	1,997,093	2,536,235	(83,921)	-3.2%
Materials and Services	2,599,985	2,908,251	5,210,832	3,843,609	5,728,745	517,913	9.9%
Capital Outlay	512,468	796,884	887,299	8,400	1,438,310	551,011	62.1%
Operating Expenditure	4,859,206	5,528,792	8,718,287	5,849,102	9,703,290	985,003	11.3%
Special Payments	69,388	153,853	-	45,130	-	-	-
Transfers	11,103	-	-	-	-	-	-
Contingency	-	-	713,223	-	413,223	(300,000)	-42.1%
Total Expense	4,939,697	5,682,645	9,431,511	5,894,232	10,116,513	685,003	7.3%
Ending Fund Balance - Restricted				2,451,940			
Ending Fund Balance - Unrestricted				1,113,223			
Revenues Less Expenses	1,295,482	2,679,495	-	-	-	-	

Significant Issues and Changes

Additional funding and more contracts with community partners continue to strain the capacity of the Social Services Administration Program. COVID funding for rent assistance and shelter for people experiencing houselessness are the main drivers for the increased workload for the administrative team.



Social Services Line of Business

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 older adults, family members and caregivers who reside in Clackamas County. The program experienced a decrease in consumer use in FY 20-21. 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.

In the Options Counseling program, which involves multiple contacts with clients, 85% of participants achieved their goals in FY 20-21.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/21)	FY 22-23 Target
RESULT	Percentage of people whose goals have been met.	74%	85%	75%	-	75%
OUTPUT	Number of contacts fielded by ADRC Information & Referral.	1,875	1,390	-	-	-
OUTPUT	Number of people served.	1,644	1,514	-	-	-

Program includes:

Mandated Services	<input type="text" value="No"/>
Shared Services	<input type="text" value="No"/>
Grant Funding	<input type="text" value="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
Options Counseling	Six years
Older Americans Act	Over 25 years
Community Services Block Grant	Over 25 years



Social Services Line of Business

Aging and Disability Resource Connection Program

Budget Summary

	FY 19-20 Actuals	FY 20-21 Actuals	FY21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	50,733	58,954	41,300	41,300	23,830	(17,470)	-42.3%
Federal, State, Local, All Other Gifts & Donations	2,596,536	2,592,899	2,264,647	2,255,017	3,166,840	902,193	39.8%
Charges, Fees, License, Permits, Fines, Assessments	16,193	68,017	65,000	65,000	-	(65,000)	-100.0%
General Fund Support	-	-	180,762	180,760	-	(180,762)	-100.0%
Operating Revenue	2,612,729	2,660,916	2,510,409	2,500,777	3,166,840	656,431	26.1%
Total Revenue	2,663,462	2,719,870	2,551,709	2,542,077	3,190,670	638,961	25.0%
Personnel Services	608,532	672,902	766,330	609,296	735,429	(30,901)	-4.0%
Materials and Services	1,080,115	1,225,336	1,074,710	621,661	1,488,121	413,412	38.5%
Operating Expenditure	1,688,647	1,898,238	1,841,039	1,230,957	2,223,550	382,511	20.8%
Special Payments	917,498	825,522	710,670	1,287,290	967,120	256,450	36.1%
Total Expense	2,606,145	2,723,760	2,551,709	2,518,247	3,190,670	638,961	25.0%
Ending Fund Balance - Restricted				23,830			
Revenues Less Expenses	57,317	(3,890)	-	-	-	-	

Significant Issues and Changes

ADRC call volume declined in FY 20-21, even as older adults and persons with a disability were disproportionally impacted by the COVID 19 pandemic. This indicates a need to increase outreach about the availability of this resource so that older adults, persons with a disability and their caregiving networks have easy access to vital information and services.



Social Services Line of Business

Developmental Disabilities Program

Purpose Statement

The purpose of the 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

The Developmental Disabilities Program continues to meet its requirements for the number of qualifying encounters conducted, which ensures that the program receives its full allocation from the state.

The program continues 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. The number of clients served also continued its upward trend, increasing by 12.9% from FY 19-20 to FY 20-21.

In FY 18-19, the program implemented a new customer satisfaction survey distribution and collection process that is increasing its ability to assess program participant satisfaction. In the first six months of FY 20-21, 86% of survey respondents reported that they feel they have control and choice over their lives.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/21)	FY 22-23 Target
RESULT	Percentage of program participants who say they achieve their goals.	83%	85%	70%	-	70%
OUTPUT	Number of individuals served	2,041	2,305	-	2,318	-
RESULT	Percentage of abuse allegations that are reported within 24 hours of first knowledge	78%	N/A	100%	-	100%
EFFICIENCY	Percentage of state-contracted qualifying encounters conducted	94%	109%	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	Clackamas County operates the program for people with Developmental and Intellectual Disabilities in partnership with the State of Oregon.
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Social Services Line of Business

Developmental Disabilities Program

Budget Summary

	FY 19-20 Actuals	FY 20-21 Actuals	FY21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	4,404,214	4,950,847	5,671,600	1,267,387	28.8%
Federal, State, Local, All Other Gifts & Donations	8,440,972	14,711,079	10,142,690	10,895,932	14,530,280	4,387,591	43.3%
Operating Revenue	8,440,972	14,711,079	10,142,690	10,895,932	14,530,280	4,387,591	43.3%
Total Revenue	8,440,972	14,711,079	14,546,903	15,846,779	20,201,880	5,654,977	38.9%
Personnel Services	6,008,834	6,883,417	10,440,594	7,190,890	11,976,859	1,536,265	14.7%
Materials and Services	2,437,932	2,850,763	3,946,085	2,984,289	4,232,600	286,515	7.3%
Capital Outlay	-	-	65,400	-	65,400	-	-
Operating Expenditure	8,446,766	9,734,181	14,452,079	10,175,179	16,274,859	1,822,780	12.6%
Contingency	-	-	94,824	-	3,927,021	3,832,197	4041.4%
Total Expense	8,446,766	9,734,181	14,546,903	10,175,179	20,201,880	5,654,977	38.9%
Ending Fund Balance - Restricted	-	-	-	5,671,600	-	-	-
Revenues Less Expenses	(5,794)	4,976,898	-	-	-	-	-

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. In FY 22-23 the program will add 20.0 new positions.



Social Services Line of Business

Energy Assistance Program

Purpose Statement

The purpose of the Energy Assistance Program is to provide eligibility determination, financial assistance, and education services to income eligible households in Clackamas County so they can reduce their energy expenses.

Performance Narrative

The Energy Assistance Program continues to implement creative strategies to ensure that as many households as possible benefit from the program. Through extensive outreach, effective education and mobile enrollment, the program continues 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/21) ¹	FY 22-23 Target
RESULT	Percentage of households who receive assistance prior to energy shutoff.	96%	99%	90%	-	90%
RESULT	Percentage of households that are first-time assistance recipients.	19%	24%	-	-	-
OUTPUT	Dollars paid to alleviate energy costs.	\$3,197,189	\$4,410,709	-	-	-
OUTPUT	Number of payments made to restore service. ¹	231	5	-	-	-

¹ Fewer payments to restore service is also a gauge of program efficiency because restoring service requires more program financial resources.

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	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 Line of Business

Energy Assistance Program

Budget Summary

	FY 19-20 Actuals	FY 20-21 Actuals	FY21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	4,098,124	5,171,894	4,981,677	3,934,410	6,392,450	1,410,773	28.3%
Operating Revenue	4,098,124	5,171,894	4,981,677	3,934,410	6,392,450	1,410,773	28.3%
Total Revenue	4,098,124	5,171,894	4,981,677	3,934,410	6,392,450	1,410,773	28.3%
Personnel Services	850,349	888,010	1,224,478	911,332	1,562,249	337,772	27.6%
Materials and Services	3,244,930	4,323,763	3,748,125	3,010,128	4,821,121	1,072,997	28.6%
Operating Expenditure	4,095,279	5,211,773	4,972,602	3,921,460	6,383,370	1,410,768	28.4%
Special Payments	5,975	6,028	9,075	12,950	9,080	5	0.1%
Total Expenses	4,101,254	5,217,801	4,981,677	3,934,410	6,392,450	1,410,773	28.3%
Revenues Less Expenses	(3,130)	(45,907)	-	-	-	-	

Significant Issues and Changes

New federal funds will allow the program to expand the scope of services by assisting with water and sewer bills for low income county residents. This is a pilot project that will launch in the spring of 2022.



Social Services Line of Business

Housing Support Program

Purpose Statement

The purpose of the Housing Support Program is to provide housing stabilization and supportive services to people who are homeless or at risk of becoming homeless so they can obtain and maintain permanent housing.

Performance Narrative

The housing crisis in Clackamas County is ongoing and exacerbated by the COVID 19 pandemic. The demand for services continues to outpace available services. The Social Services housing programs are operating at capacity, serving more than 650 households in FY 20-21. 1,331 households are awaiting services.

Those served are achieving positive outcomes, with 100% of participants who exited our permanent supportive housing, rapid rehousing and transitional housing programs retaining their housing six months post program completion.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/21)	FY 22-23 Target
RESULT	Percentage of households who have retained permanent housing six months after program completion.	91%	100%	65%	-	65%
OUTPUT	Number of households served.	599	652	-	-	-
DEMAND	Number of households on the CHA (Coordinated Housing Access) waitlist.	1,372	1,331	-	-	-

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	Grant	Length	Match & Source
Homeless Count		Over 10 years	
Veterans Rental Assistance		Four years	
Coordinated Housing Access		Five years	\$7,982 CDBG Housing Rights & Resources
Housing our Hero's		Four years	\$82,862 (\$31,439 County General Fund; \$51,423 EHA Vets Document Recording Fee revenue)
Housing Vets First		Five years	
Public Housing Case Management		Four years	
Hope 2		7 years	\$18,242 CSBG
Hope 1		Over 10 yea	\$69,357 EHA
Housing our Families		Four 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		Over 10 years	
Rent Well		Over 10 yea	\$30,812 EHA
Housing Stabilization Program		Over 15 years	
Housing Rights & Responsibilities		Over 15 yea	\$28,000 EHA
Federal and State Emergency Rent Assistance		Two years	



Social Services Line of Business

Housing Support Program

Budget Summary

	FY 19-20 Actuals	FY 20-21 Actuals	FY21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	442,983	759,493	13,380,463	-	3,895,281	(9,485,182)	-70.9%
Federal, State, Local, All Other Gifts & Donations	3,179,429	12,455,087	14,989,293	30,418,563	2,960,580	(12,028,713)	-80.2%
Charges, Fees, License, Permits, Fines, Assessments	1,494,669	1,091,024	1,255,242	1,255,240	936,520	(318,722)	-25.4%
Other Interfund Transfers	1,200,291	634,879	100,000	100,000	200,000	100,000	100.0%
General Fund Support	-	-	803,289	803,290	824,930	21,641	2.7%
Operating Revenue	5,874,389	14,180,990	17,147,824	32,577,093	4,922,030	(12,225,794)	-71.3%
Total Revenue	6,317,372	14,940,483	30,528,287	32,577,093	8,817,311	(21,710,976)	-71.1%
Personnel Services	1,782,353	2,448,042	4,244,058	2,427,717	3,202,095	(1,041,963)	-24.6%
Materials and Services	3,549,155	7,883,222	21,659,913	16,967,845	5,490,896	(16,169,017)	-74.6%
Operating Expenditure	5,331,508	10,331,264	25,903,971	19,395,562	8,692,991	(17,210,980)	-66.4%
Special Payments	192,584	7,300,105	4,624,316	9,286,250	124,320	(4,499,996)	-97.3%
Total Expense	5,524,092	17,631,369	30,528,287	28,681,812	8,817,311	(21,710,976)	-71.1%
Ending Fund Balance - Restricted				3,772,401			
Ending Fund Balance - Unrestricted				122,880			
Revenues Less Expenses	793,281	(2,690,886)	-	-	-	-	

Significant Issues and Changes

Through March of 2021, Social Services received more than \$25 million in federal and state rent assistance funding. The American Rescue Plan will provide, at minimum, an additional \$12 million dollars, and possibly as much as \$20 million. These fund will allow hundreds of Clackamas County residents to forestall eviction, and will also help to maintain the rental market by ensuring that landlords can pay their mortgage and maintain their properties.



Social Services Line of Business

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 20-21, OPI successfully provided 198 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 remains high, with a total 459 people listed on the program waitlist at some point during the fiscal year.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/21)	FY 22-23 Target
RESULT	Percentage of clients who did not transition to Medicaid services when exiting the program.	68%	73%	65%	74%	65%
OUTPUT	Number of clients served	197	198	-	149	-
DEMAND	Number of potential clients on waitlist	731	459	-		-

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation Oregon Project Independence is funded by State General Funds. These funds have been received for over 30 years.



Social Services Line of Business

Oregon Project Independence Program

Budget Summary

	FY 19-20 Actuals	FY 20-21 Actuals	FY21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	55,564	71,983	-	-	60,000	60,000	-
Federal, State, Local, All Other Gifts & Donations	757,601	598,143	493,842	430,090	795,260	301,418	61.0%
General Fund Support	-	-	84,882	84,880	-	(84,882)	-100.0%
Operating Revenue	757,601	598,143	578,724	514,970	795,260	216,536	37.4%
Total Revenue	813,165	670,126	578,724	514,970	855,260	276,536	47.8%
Personnel Services	476,886	380,915	356,089	329,250	605,626	249,537	70.1%
Materials and Services	264,934	217,210	222,635	125,720	249,634	26,999	12.1%
Operating Expenditure	741,820	598,124	578,724	454,970	855,260	276,536	47.8%
Total Expenses	741,820	598,124	578,724	454,970	855,260	276,536	47.8%
Ending Fund Balance - Restricted				60,000			
Revenues Less Expenses	71,345	72,002	-	-	-	-	

Significant Issues and Changes

Significant programmatic changes for the OPI program are expected in FY 22-23. The state is seeking federal approval to transition most OPI clients to a Medicaid program. This change will increase the number of people who will be served.



Social Services Line of Business

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 19-20, the office filed 1,018 claims that secured \$13,976,297 in benefits for veterans. 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 delay provides a more accurate outcome of the office's work. Clackamas County provides significant financial support to the Veterans Service Program. In FY 19-20, those investments result in a \$15.20 return for every \$1 of county funding.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/21) ¹	FY 22-23 Target
RESULT	Amount of new claim dollars granted to Clackamas County Veterans.	\$13,976,297		\$10,000,000	-	\$10,000,000
OUTPUT	Number of claims filed.	1,018	739	-	-	-
EFFICIENCY	Return on Investment: Claim dollars generated for every dollar spent on the Veterans Service Program.	\$15.20	-	-	-	-

¹ Claim dollars are reported on a two-year lag.

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 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 allocation.



Social Services Line of Business

Veterans Service Program

Budget Summary

	FY 19-20 Actuals	FY 20-21 Actuals	FY21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	89,685	65,758	55,000	-	110,330	55,330	100.6%
Federal, State, Local, All Other Gifts & Donations	374,244	364,551	357,585	332,161	357,580	(5)	0.0%
Other Interfund Transfers	521,184	559,618	-	-	-	-	-
General Fund Support	-	-	599,230	599,230	602,230	3,000	0.5%
Operating Revenue	895,428	924,169	956,815	931,391	959,810	2,995	0.3%
Total Revenue	985,113	989,927	1,011,815	931,391	1,070,140	58,325	5.8%
Personnel Services	687,646	646,411	706,323	625,061	836,786	130,463	18.5%
Materials and Services	231,709	233,125	305,492	196,000	233,354	(72,138)	-23.6%
Operating Expenditure	919,355	879,536	1,011,815	821,061	1,070,140	58,325	5.8%
Total Expense	919,355	879,536	1,011,815	821,061	1,070,140	58,325	5.8%
Ending Fund Balance - Restricted				110,330			
Revenues Less Expenses	65,758	110,391	-	-	-	-	

Significant Issues and Changes

The addition of a supervisor position to the CVSO has allowed the program to expand outreach activities and to sponsor significant events, including a planned Behavioral Health Summit.



Social Services Line of Business

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 so they can increase or maintain 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 several distinct sub-programs: Evidence Based Health Programming, Money Management Program, Retired Seniors Volunteer Program, Senior Companions Program, and Senior Health Insurance Benefits Assistance.

While the Volunteer Connection programs continue to successfully deliver services using the cost effective model of volunteer service supported by a dedicated small staff, the COVID pandemic has resulted in fewer volunteers due to programmatic constraints and concerns from volunteers about disease transmission. Most of the volunteers working with the Volunteer Connection programs are older adults. Volunteers logged close to 13,500 hours of donated work in FY 20-21 - the equivalent of 6.9 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. 100% of volunteers surveyed responded that they felt their volunteer service is meaningful.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of (12/31/21)	FY 22-23 Target
RESULT	Percentage of volunteers who feel their service is meaningful.	98%	100%	95%	-	95%
OUTPUT	Number of volunteer hours worked	45,017	13,451	-	-	-
EFFICIENCY	Number of volunteer hours per Volunteer Connection FTE	4,789	1,269	-	-	-

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	Grant	Length	Match & Source
	RSVP	Over 20 years	\$37,808 County General Fund
	Senior Medicare Patrol	Over 10 years	
	SHIBA	Over 10 years	
	Money Management/MHS	8 years	
	Oregon Money Management Program	6 years	
	Senior Companion Program	Over 20 years	\$62,470 (\$32,470 County General Fund; \$30,000 in kind)
	Community Services Block Grant	Over 25 years	



Social Services Line of Business

Volunteer Connection Program

Budget Summary

	FY 19-20 Actuals	FY 20-21 Actuals	FY21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	304,094	178,737	90,000	-	165,330	75,330	83.7%
Federal, State, Local, All Other Gifts & Donations	1,379,273	1,050,356	1,591,333	1,808,000	2,284,970	693,637	43.6%
Charges, Fees, License, Permits, Fines, Assessments	15,500	15,500	15,500	15,500	15,500	-	-
All Other Revenue Resources	3,252	1,329	-	-	15,000	15,000	-
Other Interfund Transfers	124,736	126,540	-	-	-	-	-
General Fund Support	-	-	126,425	126,430	204,770	78,345	62.0%
Operating Revenue	1,522,761	1,193,725	1,733,258	1,949,930	2,520,240	786,982	45.4%
Total Revenue	1,826,855	1,372,463	1,823,258	1,949,930	2,685,570	862,312	47.3%
Personnel Services	848,158	960,675	923,655	1,307,352	1,644,879	721,224	78.1%
Materials and Services	483,495	376,432	555,497	294,118	657,131	101,634	18.3%
Operating Expenditure	1,331,653	1,337,107	1,479,152	1,601,470	2,302,010	822,858	55.6%
Special Payments	233,283	182,612	344,106	183,130	383,560	39,454	11.5%
Total Expense	1,564,936	1,519,719	1,823,258	1,784,600	2,685,570	862,312	47.3%
Ending Fund Balance - Restricted				52,880			
Ending Fund Balance - Unrestricted				112,450			
Revenues Less Expenses	261,919	(147,256)	-	-	-	-	

Significant Issues and Changes

The Volunteer Connection programs continue to find innovative ways for volunteers to deliver services, even with the continued impacts of COVID 19. Many volunteers and clients are older adults and followed safety precautions, closely limiting their contact with others in the community. Several volunteers continued to serve clients remotely by phone or video appointments, and volunteers have gradually begun to return to in-person service after vaccinations became readily available. Staff is supporting the work of volunteers and clients at a higher level than before the pandemic, as some volunteers are still hesitant to return to in-person service. All Volunteer Connection programs are safely re-engaging volunteers and increasing recruitment efforts.



Transportation & Development

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
General Fund	<ul style="list-style-type: none"> • Though General Fund represents less than 2.5% of the overall DTD budget, these funds provide vital support to a number of the department's community facing programs, which provide needed services to the residents of Clackamas County. • DTD Administration continues to assess general fund reduction options throughout the organization; with an 8.4% reduction in the proposed budget.
Emergency Preparedness	<ul style="list-style-type: none"> • Fire Hardening Program; Clackamas County is partnering with the Oregon Building Codes Division to launch a program to help owners of homes and businesses rebuild after the 2020 Oregon wildfires. People who own a home – including manufactured home – or business that was damaged or destroyed by the 2020 wildfires can receive up to \$6,600 for using more fire-resistant methods and materials when they rebuild. Those who have already rebuilt also qualify, and in most cases the funds are non-taxable. • A total of 150 Go-Kits were distributed to staff throughout the department. These kits will provide food, water, and other supplies for essential employees responding to a widespread disaster on the job.
Workforce Plan	<ul style="list-style-type: none"> • The DTD Workforce Plan is complete and department-wide roll out is planned to be completed before the end of the fiscal year. • Strong partnerships with Human Resources and the Equity and Inclusion Office ensured the plan balances department led and countywide initiatives.
Telework Implementation	<ul style="list-style-type: none"> • Telework implementation plan lead to review of space requirements. • With a reduction of up to 40% of pre-pandemic cubicles; department is reviewing partnerships and coordinating with County Administration to reduce building occupancy area. Reduction in space will lead to reduced financial requirements for programs.
Employee Engagement	<ul style="list-style-type: none"> • DTD Administration has increased employee engagement efforts and sends regular emails out to keep staff informed on both countywide and department initiatives, including Performance Clackamas goals. • Department-wide and program meetings after both surveys provide opportunities for staff throughout the department to engage with department leadership on survey feedback.

2021 Major Accomplishments

AREA	DESCRIPTION
Transportation Line of Business	<ul style="list-style-type: none"> • The Transportation Maintenance program resurfaced 24.18 miles of roadway. • Removed 20,000 cubic yards of woody debris from February 2021 ice storm, reduced to wood chips and delivered 655 truckloads of wood chips to county residents by request. • Completed 75 ADA ramp upgrades on Sunnyside Road in advance of paving from 122nd to 162nd. • Managed 73 capital projects; between six programs.
Fleet	<ul style="list-style-type: none"> • Managed the acquisition of 51 new vehicles and pieces of equipment to replace older, less efficient vehicles. • Processed more than 4,100 vehicle and equipment repair and maintenance work orders. • Assisted in the sale of more than 40 surplus vehicles; generating \$200,000 in auction proceeds for county programs.
Dog Services	<ul style="list-style-type: none"> • Implementation of a new email tool that allows pre-notice of dog license renewals, to reduce costs of renewal notices and increase compliance. • On track to respond to more than 30,000 public inquiries (phones calls/email) this fiscal year.
Development Services	<ul style="list-style-type: none"> • In September 2021 DTD launched Development Direct, our 24/7 online service for permitting and plan review of Development Engineering and Building permits. This launch signified the completion of the department's strategic plan goal of having electronic plan review (EPR) for commercial building permit applications by 2021.
Long Range Planning	<ul style="list-style-type: none"> • Completed a project to amend the Zoning and Development Ordinance (ZDO) to support affordable housing by encouraging development of more multifamily housing in urban unincorporated Clackamas County. • By July 2022, a total of 434 ADA ramps will have been upgraded/installed to current standards, consistent with the ADA Transition Plan.
Code Enforcement	<ul style="list-style-type: none"> • The five Code Enforcement Specialists are on track to respond to 3,000 code enforcement complaints this fiscal year. • Streamlined procedures reduced staff caseloads from an average of 190 cases per staff member in FY20/21, to the current average of 120 cases per staff member.
Sustainability & Solid Waste	<ul style="list-style-type: none"> • 7,548,424 garbage and recycling pick-ups provided in calendar year 2021. • Partnered with garbage collectors and multifamily property managers to pilot more inclusive bulky waste collection services at multifamily communities. • Actively tracked and engaged in regional cost drivers by other entities.

Line of Business/Program	Results Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
DTD Admin	DTD Administration FTE : Department FTE	4.5 FTE : 304.74 FTE	6:37 FTE : 302.25 FTE	6.37 FTE : 305.74 FTE	6.7 FTE : 306.74 FTE
	DTD Administration Budget : Department Budget	1.82 M : 117.3 M	2 M : 173.9 M	3.77 M : 221.56 M	1.9 M : 235.11 M
Code Enforcement	% code violations resolved within 150 days of initial complaint	61%	75%	45%	65%
	# Neighborhood Livability Project cases	17	15	26	18
Dog Services	By 2023, there will be 30,000 active dog licenses	23,662	27,000	24,500	25,000
	% dogs saved (return to owner, adopted or rescued)	89%	85%	86%	85%
Sustainability & Solid Waste	% curbside collection recovery rate (# tons recycled / # tons disposed)	31%	35%	31%	35%
	% county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO)	8%	10%	6%	10%

Line of Business/Program	Results Measure		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Transportation Engineering & Construction	% completed CIP contracts coming in within 110% of original contract value		87%	90%	93%	90%
	% completed CIP contracts completed within original contract completion date		74%	90%	70%	90%
Transportation Maintenance	# miles resurfaced		24.18	6.94	6.94	6.06
	Maintain the average condition of inspected bridges scored as fair condition at 69% or higher		72%	70%	70%	70%
Traffic Safety	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero		36 [2020]	25 [2021 Target]	28 [2021 Target]	25 [2022]
	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024		6	10	5	10
Community Road Fund	\$ Community Road Fund leveraged by \$ other funding for capital projects		\$1,780,557 : \$211,944	\$5,890,585 : \$1,348,419	\$3,282,980 : \$778,032	\$5,685,321 : \$1,802,985
	\$ value of capital projects constructed		\$ 1,992,501	\$ 7,239,398	\$ 4,481,826	\$ 7,488,306

Line of Business/Program	Results Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Fleet Services	Average turn-around time for routine maintenance: Light vehicles: # calendar days [oil change, fluids and safety inspection]	4 days	1 day	1 day	1 day
	Average turn-around time for routine maintenance: Heavy vehicles: # calendar days [oil change, fluids and safety inspection]	6.15 days	1.5 days	1.43 days	1.5 days
Land Use, Development Review & Permitting	\$ value of constructed improvements permitted	\$ 384,915,929	\$ 410,000,000	\$375,000,000	\$ 375,000,000
	# square feet constructed	6,799,728	6,458,102	6,350,000	6,350,000
	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal	82%	80%	78%	75%
	# development related interactions (inspections/inquiries) provided	698,574	425,000	400,000	425,000
Long Range Planning	% of projects in the annual Long-Range Planning Work Program completed annually	73%	45%	42%	45%
County Surveyor	# lots or parcels created through recording of subdivision or partition plat	1,086	1,408	900	1,400

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
DTD Administration	Office of the Director	\$1,978,022	0%	100%	County: Title 2.13.	98%; contracted includes professional services.	100%
Fleet Services	Fleet Services	\$5,984,930	0%	100%	N/A	52%; contracted includes parts, fuel & vehicles.	43%
Livable Communities	Dog Services	\$2,336,678	70%	30%	State: ORS 609.030, 609.090(2), 609.100, 401.977, 433.345, 433.365; OAR 333-019-0017; County: Title 5; IGA: Cities - Enforcement / Licensing Services.	87%; contracted includes professional services, materials & services and supplies.	67%
	Sustainability & Solid Waste	\$2,685,030	0%	100%	State: ORS 459; Oregon's Opportunity to Recycle Act; County: Title 10.03-10.05; IGA: Cities; Regional Solid Waste Management Plan; Franchise Garbage/Recycling Hauler Agreements.	88%; contracted includes illegal dump cleanup, materials & services.	33%

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Transportation	Traffic Safety	\$5,656,734	0%	100%	Federal: FHWA requires TSAP and ITS Plans;.State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384, 810; County: Title 7.03; IGA: Cities - Signal Timing + Construction Management Services.	45%; contracted includes capital, materials & services.	67%
	Transportation Engineering & Construction	\$19,909,005	0%	100%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03, 11.03; IGA: Cities - Construction Management services.	21%; contracted includes capital, materials & services.	50%
	Transportation Maintenance	\$28,316,458	0%	100%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03; IGA: Cities - Striping/Signage; Cities/ODOT - Signal Work.	35%; contracted services includes materials, contract paving, capital and debt.	100%
	Community Road Fund	\$12,893,480	0%	100%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03, 7.07.	0%; contracted services includes contract paving, capital and special payments.	100%
	Damascus Roads	\$1,200,000	0%	100%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03.	2%; contracted services includes contract paving and capital.	50%

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Land Use & Development	County Surveyor	\$1,192,606	43%	57%	State: ORS 92, 97, 100, 192, 209, 368; County: Title 2.14, 11.01-11.02.	99%; contracted includes materials & services.	50%
	Land Use, Development Review & Permitting	\$15,447,402	15%	85%	State: Zoning: OAR 660; ORS 92, 94, 192, 195, 197, 197A, 203, 215, 268; Building: OAR 918; ORS 183, 192, 446, 447, 455, 460, 479, 480, 693, 701 Development Engineering: ORS 192, 368.016, 368.036, 758.010; Septic: OAR 71, 73; ORS 454; County: Title 2.07, 7.03, 7.05, 9, 11, 12, 13; County Roadway Standards; IGA: Planning / Building Codes Services for cities; Building Codes - IGA with City of Beaverton for use of temporary staff; Septic – IGA with DEQ.	90%; Contracted includes materials & services and capital.	57%
	Long-Range Planning	\$1,975,390	5%	85%	State: OAR 660; ORS 192, 195, 197, 197A, 203, 215; County: Title 12, 13; IGA: Long Range Planning Services for cities.	43%; contracted includes materials & services.	50%
	Public Land Corner	\$875,000	0%	100%	State: ORS 192, 203, 209.	92%; contracted includes materials & services.	50%



Department Summary by Fund

Department of Transportation and Development (30/60)

Department Budget Summary by Fund

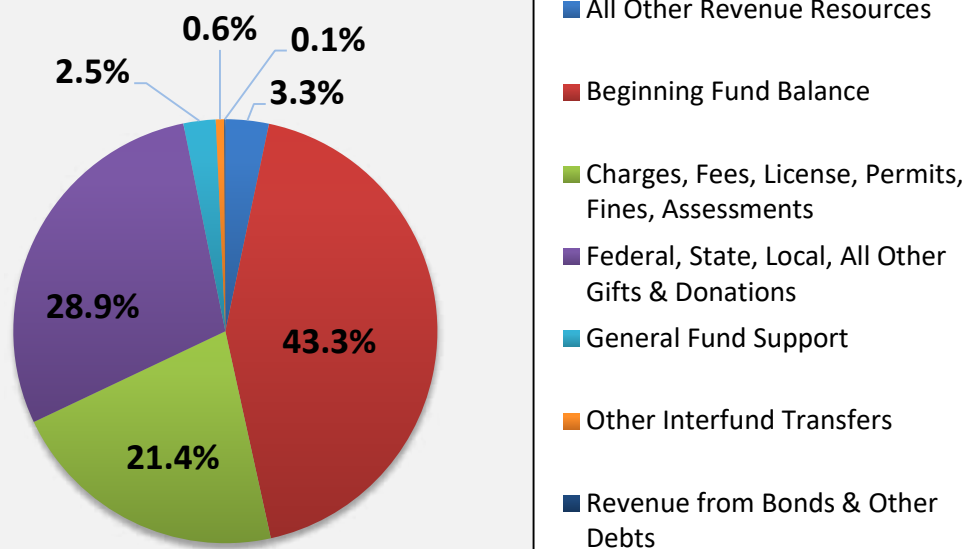
<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
			General Fund	Development Services Fund	Road Fund	County TSDC Fund	Public Land Corner Fund	ARPA Fund*	Fleet Services Fund	Total Budget	General Fund Support in Budget **
<i>Program</i>	<i>Prog #</i>	FTE	(100)	(205)	(215)	(223)	(224)	(230)	(770)		
DTD Administration											
Office of the Director	300101	6.7			2,493,669					2,493,669	-
Livable Communities											
Sustainability & Solid Waste	600304	14.9	4,496,543							4,496,543	-
Dog Services	600303	17.0	3,030,027							3,030,027	1,627,428
Transportation											
Traffic Safety	300302	12.1			5,656,734					5,656,734	-
Transportation Engineering & Construction	300303	21.2			19,909,005					19,909,005	-
Transportation Maintenance	300304	101.2			64,508,848					64,508,848	-
Community Road Fund	300305	-			21,415,815					21,415,815	-
Damascus Roads	300306	-			5,572,603					5,572,603	-
Countywide TSDCs	300307	-				18,909,548				18,909,548	-
HV Joint Subarea TSDCs	300308	-				1,685,421				1,685,421	-
Fleet Services											
Vehicle & Equipment Maintenance & Repair	300203	22.0							6,439,557	6,439,557	-
Land Use & Development											
County Surveyor	600202	6.5	1,192,606							1,192,606	516,646
Land Use, Development Review & Permitting	600203	84.0	3,739,020	20,519,357	2,625,669					26,884,046	2,391,633
Long-Range Planning	600204	8.7	812,003		3,325,617					4,137,620	211,340
Public Land Corner	600205	5.5					2,382,328			2,382,328	-
Revenue Collected on Behalf of Other Agencies	600209	-	4,500,000							4,500,000	-
TOTAL		299.7	17,770,199	20,519,357	125,507,960	20,594,969	2,382,328	-	6,439,557	193,214,369	4,747,047
FY 21-22 Budget		301.7	18,596,708	21,038,736	116,739,597	20,806,640	2,590,705	379,710	6,583,667	186,735,763	5,183,046
\$ Increase (Decrease)		(2.0)	(826,509)	(519,379)	8,768,363	(211,671)	(208,377)	(379,710)	(144,110)	6,478,606	(435,999)
% Increase (Decrease)		-0.7%	-4.4%	-2.5%	7.5%	-1.0%	-8.0%	-100.0%	-2.2%	3.5%	-8.4%

* FY21-22 Projections: ARPA funding of \$379,710 with offsetting amounts in expenses. Additionally, DTD received \$2,016,845 in Lost Revenue Replenishment in FY21-22.

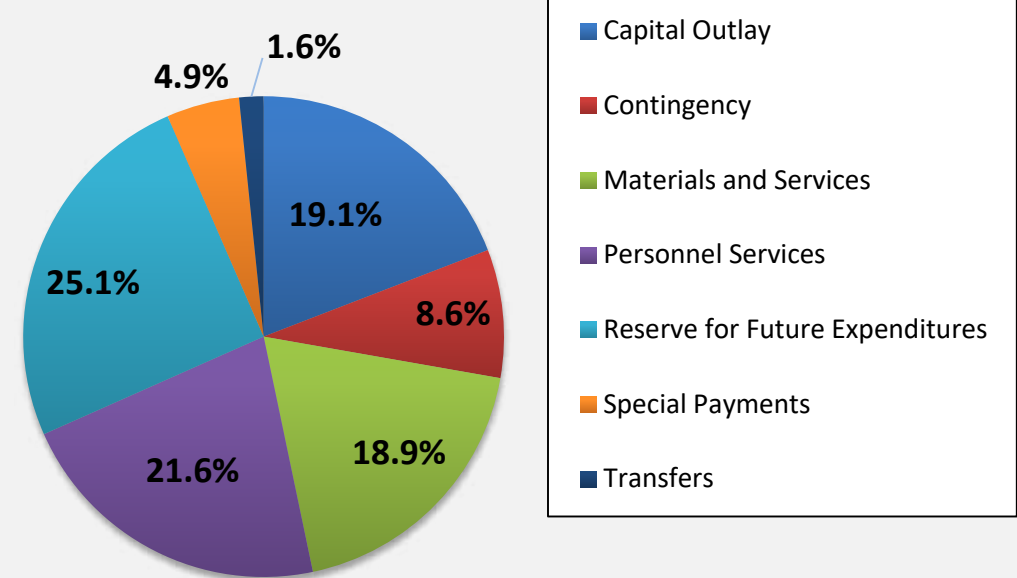
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY 22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Department of Transportation and Development (30&60)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	59,347,852	65,867,496	80,174,421	85,735,859	83,567,588	3,393,167	4.2%
Federal, State, Local, All Other Gifts & Donations*	38,881,220	36,474,736	49,604,076	49,030,633	55,767,752	6,163,676	12.4%
Charges, Fees, License, Permits, Fines, Assessments	30,052,916	37,921,847	42,980,503	39,888,081	41,346,696	(1,633,807)	-3.8%
Revenue from Bonds & Other Debts	103,806	20,365,242	61,142	55,096	159,963	98,821	161.6%
All Other Revenue Resources	2,829,374	2,870,933	5,956,173	2,892,927	6,387,121	430,948	7.2%
Other Interfund Transfers	5,124,608	4,722,385	2,776,401	2,987,712	1,238,203	(1,538,198)	-55.4%
General Fund Support	439,648	438,779	5,183,046	5,097,857	4,747,047	(435,999)	-8.4%
Operating Revenue	77,431,572	102,793,922	106,561,341	99,952,306	109,646,782	3,085,441	2.9%
Total Revenue	136,779,424	168,661,418	186,735,762	185,688,165	193,214,370	6,478,608	3.5%
Personnel Services*	34,220,615	35,408,733	40,775,063	34,558,822	41,810,704	1,035,641	2.5%
Materials and Services	28,719,257	23,810,396	32,609,090	30,000,839	36,601,432	3,992,342	12.2%
Capital Outlay	6,306,793	17,610,793	40,575,423	24,703,236	36,981,975	(3,593,448)	-8.9%
Operating Expenditure	69,246,665	76,829,922	113,959,576	89,262,897	115,394,111	1,434,535	1.3%
Special Payments	1,492,061	4,349,249	12,272,500	10,041,000	9,475,000	(2,797,500)	-22.8%
Transfers	173,239	1,746,388	2,650,369	2,816,680	3,159,750	509,381	19.2%
Reserve for Future Expenditures	-	-	19,715,149	-	48,519,743	28,804,594	146.1%
Contingency	-	-	38,138,169	-	16,665,766	(21,472,403)	-56.3%
Total Expense	70,911,965	82,925,559	186,735,763	102,120,577	193,214,370	6,478,607	3.5%
Ending Fund Balance Restricted				83,567,588		-	-
Revenue Less Expense *	65,867,459	85,735,859	-	-	-		
Full Time Equiv Positions (FTE) Budgeted	295.6	297.7	301.7	301.7	299.7	-2.0	-0.7%

* FY21-22 ARPA revenue of \$379,710 offset by same amount in Personnel Services expense category.

Summary of Revenue & Expenses

DTD (30/60) - General Fund 100

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	5,224,056	5,196,852	3,049,105	3,413,874	2,939,292	(109,813)	-3.6%
Federal, State, Local, All Other Gifts & Donations*	870,785	773,644	540,000	603,922	588,630	48,630	9.0%
Charges, Fees, License, Permits, Fines, Assessments	3,500,798	3,333,105	8,095,746	6,940,085	7,253,900	(841,846)	-10.4%
Revenue from Bonds & Other Debts	5,884	2,453	3,000	-	-	(3,000)	-100.0%
All Other Revenue Resources	1,960,117	2,037,307	1,975,044	1,989,479	2,109,500	134,456	6.8%
Other Interfund Transfers	4,769,622	3,879,665	-	-	131,830	131,830	-
General Fund Support*	439,648	438,779	4,933,811	4,848,622	4,747,047	(186,764)	-3.8%
Operating Revenue	11,546,854	10,464,953	15,547,601	14,382,108	14,830,907	(716,694)	-4.6%
Total Revenue	16,770,910	15,661,805	18,596,708	17,795,982	17,770,199	(826,507)	-4.4%
Personnel Services*	7,599,050	7,637,141	8,154,432	6,973,458	7,766,282	(388,150)	-4.8%
Materials and Services	3,739,788	4,150,624	4,276,575	4,137,195	3,670,342	(606,233)	-14.2%
Capital Outlay	190,259	115,166	55,000	5,000	66,830	11,830	21.5%
Operating Expenditure	11,529,097	11,902,931	12,486,007	11,115,653	11,503,454	(982,553)	-7.9%
Special Payments	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Transfers	45,000	345,000	45,000	161,039	-	(45,000)	-100.0%
Reserve for Future Expenditures	-	-	679,829	-	1,085,146	405,317	59.6%
Contingency	-	-	768,372	-	681,599	(86,773)	-11.3%
Total Expense	11,574,097	12,247,931	18,596,708	14,856,692	17,770,199	(826,509)	-4.4%
Ending Fund Balance Restricted	-	-	-	2,939,292	-	-	-
Revenue Less Expense	5,196,813	3,413,874	-	-	-		
Full Time Equiv Positions (FTE) Budgeted	59.4	59.4	59.4	59.4	58.4	-1.0	-1.6%

*Before FY21-22, GF Support was shown as a negative ending balance for the County Surveyor.

Summary of Revenue & Expenses

DTD (30/60) - Development Services Fund 205

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	9,534,461	10,522,678	11,664,578	10,720,339	11,219,147	(445,431)	-3.8%
Federal, State, Local, All Other Gifts & Donations	69,088	4,474	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	9,214,000	9,200,987	9,131,057	8,738,962	9,082,920	(48,137)	-0.5%
Revenue from Bonds & Other Debts	31,343	-	7,500	3,250	3,250	(4,250)	-56.7%
All Other Revenue Resources	227,535	184,137	235,602	214,602	214,040	(21,562)	-9.2%
Other Interfund Transfers	-	-	-	161,039	-	-	-
Operating Revenue	9,541,966	9,389,598	9,374,159	9,117,853	9,300,210	(73,949)	-0.8%
Total Revenue	19,076,427	19,912,276	21,038,737	19,838,192	20,519,358	(519,380)	-2.5%
Personnel Services	5,904,445	6,132,446	6,832,732	5,530,769	7,892,151	1,059,419	15.5%
Materials and Services	2,649,271	2,678,236	3,007,728	3,050,275	2,722,290	(285,438)	-9.5%
Capital Outlay	33	381,256	94,600	38,000	122,000	27,400	29.0%
Operating Expenditure	8,553,749	9,191,938	9,935,060	8,619,044	10,736,441	801,381	8.1%
Reserve for Future Expenditures	-	-	4,828,221	-	8,451,369	3,623,148	75.0%
Contingency	-	-	6,275,455	-	1,331,548	(4,943,907)	-78.8%
Total Expense	8,553,749	9,191,938	21,038,737	8,619,045	20,519,358	(519,378)	-2.5%
Ending Fund Balance Restricted	-	-	-	11,219,147	-		
Revenue Less Expense *	10,522,678	10,720,338	-	-	-		
Full Time Equiv Positions (FTE) Budgeted	52.3	52.3	52.3	52.3	52.3	-	-

Summary of Revenue & Expenses

DTD (30/60) - Road Fund 215

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	30,565,608	32,567,805	45,561,036	51,580,416	49,602,975	4,041,939	8.9%
Federal, State, Local, All Other Gifts & Donations*	37,844,575	35,683,025	48,684,366	48,047,001	55,179,123	6,494,757	13.3%
Charges, Fees, License, Permits, Fines, Assessments	7,950,875	16,061,608	15,973,890	15,939,918	15,738,276	(235,614)	-1.5%
Revenue from Bonds & Other Debts	56,477	20,286,653	30,642	31,846	124,593	93,951	306.6%
All Other Revenue Resources	409,397	448,606	3,464,027	484,659	3,856,621	392,594	11.3%
Other Interfund Transfers	354,986	842,719	2,776,401	2,826,673	1,006,373	(1,770,028)	-63.8%
General Fund Support	-	-	249,235	249,235	-	(249,235)	-100.0%
Operating Revenue	46,616,310	73,322,611	71,178,561	67,579,332	75,904,986	4,726,425	6.6%
Total Revenue	77,181,918	105,890,417	116,739,597	119,159,748	125,507,961	8,768,364	7.5%
Personnel Services*	17,803,291	18,500,565	21,889,484	18,615,430	22,543,123	653,639	3.0%
Materials and Services	19,127,260	13,495,312	21,501,533	19,263,194	26,445,290	4,943,757	23.0%
Capital Outlay	6,116,501	16,974,615	40,060,823	24,471,336	36,293,045	(3,767,778)	-9.4%
Operating Expenditure	43,047,052	48,970,492	83,451,840	62,349,960	85,281,458	1,829,618	2.2%
Special Payments	1,492,061	4,340,417	5,405,000	5,361,000	4,975,000	(430,000)	-8.0%
Transfers	75,000	999,093	1,845,813	1,845,813	2,059,750	213,937	11.6%
Reserve for Future Expenditures	-	-	3,932,099	-	20,907,935	16,975,836	431.7%
Contingency	-	-	22,104,844	-	12,283,817	(9,821,027)	-44.4%
Total Expense	44,614,113	54,310,002	116,739,597	69,556,773	125,507,961	8,768,364	7.5%
Ending Fund Balance Restricted	-	-	-	49,602,975	-	-	-
Revenue Less Expense	32,567,805	51,580,416	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	156.4	158.5	162.5	162.5	161.5	-1.0	-0.6%

Summary of Revenue & Expenses

DTD (30/60) - Countywide Transportation SDC Fund 223

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	12,596,750	15,904,310	18,005,240	18,088,294	17,844,219	(161,021)	-0.9%
Charges, Fees, License, Permits, Fines, Assessments	3,289,739	2,530,551	2,536,400	1,803,270	2,550,750	14,350	0.6%
All Other Revenue Resources	177,940	184,793	265,000	200,000	200,000	(65,000)	-24.5%
Operating Revenue	3,467,679	2,715,344	2,801,400	2,003,270	2,750,750	(50,650)	-1.8%
Total Revenue	16,064,429	18,619,654	20,806,640	20,091,564	20,594,969	(211,671)	-1.0%
Materials and Services	106,880	107,303	431,747	164,117	159,990	(271,757)	-62.9%
Capital Outlay	-	12,930	-	173,400	300,100	300,100	-
Operating Expenditure	106,880	120,233	431,747	337,517	460,090	28,343	6.6%
Special Payments	-	8,832	2,250,000	1,100,000	-	(2,250,000)	-100.0%
Transfers	53,239	402,294	759,556	809,828	1,100,000	340,444	44.8%
Reserve for Future Expenditures	-	-	10,000,000	-	17,034,879	7,034,879	70.3%
Contingency	-	-	7,365,337	-	2,000,000	(5,365,337)	-72.8%
Total Expense	160,119	531,359	20,806,640	2,247,345	20,594,969	(211,671)	-1.0%
Ending Fund Balance Restricted	-	-	-	17,844,219	-	-	-
Revenue Less Expense	15,904,310	18,088,295	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	-	-	-	-	-	-	-

Summary of Revenue & Expenses

DTD (30/60) - Public Land Cor Pres Fund 224

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	944,614	1,049,673	1,458,284	1,508,968	1,507,328	49,044	3.4%
Federal, State, Local, All Other Gifts & Donations	14,104	7,655	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	819,703	1,137,332	1,117,421	875,000	875,000	(242,421)	-21.7%
Revenue from Bonds & Other Debts	2,138	7,756	-	-	-	-	-
All Other Revenue Resources	17,624	13,135	15,000	912	-	(15,000)	-100.0%
Operating Revenue	853,569	1,165,878	1,132,421	875,912	875,000	(257,421)	-22.7%
Total Revenue	1,798,183	2,215,551	2,590,705	2,384,880	2,382,328	(208,377)	-8.0%
Personnel Services	591,478	541,720	855,254	700,358	838,404	(16,850)	-2.0%
Materials and Services	157,031	164,862	173,965	166,694	228,510	54,545	31.4%
Capital Outlay	-	-	15,000	10,500	-	(15,000)	-100.0%
Operating Expenditure	748,509	706,582	1,044,219	877,552	1,066,914	22,695	2.2%
Reserve for Future Expenditures	-	-	275,000	-	1,040,414	765,414	278.3%
Contingency	-	-	1,271,486	-	275,000	(996,486)	-78.4%
Total Expense	748,509	706,582	2,590,705	877,552	2,382,328	(208,377)	-8.0%
Ending Fund Balance Restricted	-	-	-	1,507,328	-	-	-
Revenue Less Expense	1,049,674	1,508,969	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	5.5	5.5	5.5	5.5	5.5	-	-

Summary of Revenue & Expenses

DTD (30/60) - Fleet Services Fund 770

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	482,362	626,179	436,178	423,967	454,627	18,449	4.2%
Federal, State, Local, All Other Gifts & Donations*	82,668	5,937	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	5,277,801	5,658,265	6,125,989	5,590,846	5,845,850	(280,139)	-4.6%
Revenue from Bonds & Other Debts	7,965	68,381	20,000	20,000	32,120	12,120	60.6%
All Other Revenue Resources	36,761	2,954	1,500	3,275	6,960	5,460	364.0%
Other Interfund Transfers	-	-	-	-	100,000	100,000	-
Operating Revenue	5,405,195	5,735,537	6,147,489	5,614,121	5,984,930	(162,559)	-2.6%
Total Revenue	5,887,557	6,361,716	6,583,667	6,038,088	6,439,557	(144,110)	-2.2%
Personnel Services*	2,322,351	2,596,860	2,663,451	2,359,096	2,770,744	107,293	4.0%
Materials and Services	2,939,028	3,214,059	3,217,541	3,219,365	3,375,010	157,469	4.9%
Capital Outlay	-	126,827	350,000	5,000	200,000	(150,000)	-42.9%
Operating Expenditure	5,261,379	5,937,746	6,230,992	5,583,461	6,345,754	114,762	1.8%
Contingency	-	-	352,674	-	93,803	(258,871)	-73.4%
Total Expense	5,261,379	5,937,746	6,583,667	5,583,461	6,439,557	(144,109)	-2.2%
Ending Fund Balance Restricted	-	-	-	454,627	-		
Revenue Less Expense *	626,178	423,970	-	-	-		
Full Time Equiv Positions (FTE) Budgeted	22.0	22.0	22.0	22.0	22.0	-	-

Summary of Revenue & Expenses

DTD (30/60) - ARPA Fund 230

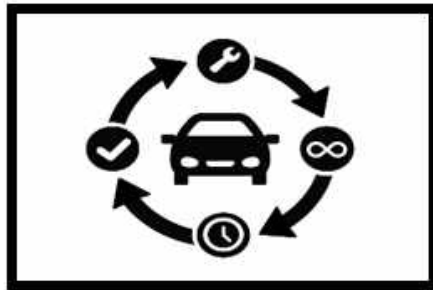
	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance						-	-
Federal, State, Local, All Other Gifts & Donations	-	-	379,710	379,710	-	(379,710)	-100%
Operating Revenue	-	-	379,710	379,710	-	(379,710)	-100%
Total Revenue	-	-	379,710	379,710	-	(379,710)	-100%
Personnel Services	-	-	379,710	379,710	-	(379,710)	-100%
Operating Expenditure	-	-	379,710	379,710	-	(379,710)	-100%
Total Expense	-	-	379,710	379,710	-	(379,710)	-100%
Ending Fund Balance Restricted							
Revenue Less Expense *	-	-	-	-	-		

* FY21-22 ARPA revenue of \$379,710 offset by same amount in Personnel Services expense category.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
<p>Since FY 2018/2019 many DTD programs have received reduced levels of General Fund support.</p> <p>Planning, Dog Services and the County Surveyor still receive General Fund support for program operations.</p>	<ul style="list-style-type: none"> • Code Enforcement was embedded in Building Codes, Sustainability and Planning; tracking a reduced impact as allocations are phased out over the next two years. • Traffic Safety returned the Drive to Zero general fund support. • Planning program has implemented program changes and is assessing future staffing levels. • Dog services is implementing service reductions and program changes. • Future funding levels will guide the scope of services the county is able to provide in the General Funded programs.
<p>Relocate the Transportation Maintenance (primary emergency responders) out of the floodplain.</p> <p>The proposed budget reflects remaining facility payments and anticipated relocation costs, as well as the required debt service payments and reserve.</p>	<ul style="list-style-type: none"> • Anticipating a Winter 2022/2023 relocation. • This will allow staff to focus on emergency response, rather than relocating equipment and materials to a safe location. • The purchase of the new facility will be partially offset by \$5.25M in land sale proceeds from the CIAO site, and \$3.2M from the sale of the Abernethy site.
<p>BCS Merger</p>	<ul style="list-style-type: none"> • County Administration has recently advanced a departmental restructure. • This includes a consolidation of a number of BCS programs within DTD, though effective July 1, 2022, this process will advance over the next year.
<p>Fleet Services</p>	<ul style="list-style-type: none"> • Fleet is evaluating the way it charges for services and will propose implementing needed changes for FY 23/24.

End of Presentation





Department of Transportation and Development (30/60)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog #</i>	<i>FTE</i>	<i>General Fund (100)</i>	<i>Development Services Fund (205)</i>	<i>Road Fund (215)</i>	<i>County TSDC Fund (223)</i>	<i>Public Land Corner Fund (224)</i>	<i>ARPA Fund* (230)</i>	<i>Fleet Services Fund (770)</i>	<i>Total Budget</i>	<i>General Fund Support in Budget **</i>
DTD Administration											
Office of the Director	300101	6.7			2,493,669					2,493,669	-
Livable Communities											
Sustainability & Solid Waste	600304	14.9	4,496,543							4,496,543	-
Dog Services	600303	17.0	3,030,027							3,030,027	1,627,428
Transportation											
Traffic Safety	300302	12.1			5,656,734					5,656,734	-
Transportation Engineering & Construction	300303	21.2			19,909,005					19,909,005	-
Transportation Maintenance	300304	101.2			64,508,848					64,508,848	-
Community Road Fund	300305	-			21,415,815					21,415,815	-
Damascus Roads	300306	-			5,572,603					5,572,603	-
Countywide TSDCs	300307	-				18,909,548				18,909,548	-
HV Joint Subarea TSDCs	300308	-				1,685,421				1,685,421	-
Fleet Services											
Vehicle & Equipment Maintenance & Repair	300203	22.0							6,439,557	6,439,557	-
Land Use & Development											
County Surveyor	600202	6.5	1,192,606							1,192,606	516,646
Land Use, Development Review & Permitting	600203	84.0	3,739,020	20,519,357	2,625,669					26,884,046	2,391,633
Long-Range Planning	600204	8.7	812,003		3,325,617					4,137,620	211,340
Public Land Corner	600205	5.5					2,382,328			2,382,328	-
Revenue Collected on Behalf of Other Agencies	600209	-	4,500,000							4,500,000	-
TOTAL		299.7	17,770,199	20,519,357	125,507,960	20,594,969	2,382,328	-	6,439,557	193,214,369	4,747,047
FY 21-22 Budget		301.7	18,596,708	21,038,736	116,739,597	20,806,640	2,590,705	379,710	6,583,667	186,735,763	5,183,046
\$ Increase (Decrease)		(2.0)	(826,509)	(519,379)	8,768,363	(211,671)	(208,377)	(379,710)	(144,110)	6,478,606	(435,999)
% Increase (Decrease)		-0.7%	-4.4%	-2.5%	7.5%	-1.0%	-8.0%	-100.0%	-2.2%	3.5%	-8.4%

* FY21-22 Projections: ARPA funding of \$379,710 with offsetting amounts in expenses. Additionally, DTD received \$2,016,845 in Lost Revenue Replenishment in FY21-22.

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



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.

Transportation & Development (30/60)				
Dan Johnson - Director FTE 305.74 (299.74 DTD + 4 Urban Renewal + 2.0 PGA Embedded) Total Budget \$ 193,214,369 General Fund Support \$ 4,747,047				
DTD Administration Dan Johnson - Dir. Total Budget \$2,493,669 Gen Fund \$ -	Livable Communities Cheryl Bell - Asst. Dir. Mike Bezner - Asst. Dir. Total Budget \$7,526,570 Gen Fund \$ 1,627,428	Transportation Mike Bezner - Asst. Dir. Total Budget \$137,657,974 Gen Fund \$ -	Fleet Services Mike Bezner - Asst. Dir. Total Budget \$6,439,557 Gen Fund \$ -	Land Use & Development Cheryl Bell - Asst. Dir. Total Budget \$39,096,600 Gen Fund \$ 3,119,619
Office of the Director Dan Johnson - Dir. FTE 6.7 + 2.0 PGA Total Budget \$2,493,669 Gen Fund \$ -	Sustainability & Solid Waste Eben Polk - Mgr. FTE 14.89 Total Budget \$4,496,543 Gen Fund \$ -	Transportation Engineering & Construction Joel Howie - Mgr. FTE 12.1 Total Budget \$5,656,734 Gen Fund \$ -	Fleet Services Warren Gadberry - Mgr. FTE 22 Total Budget \$6,439,557 Gen Fund \$ -	Land Use, Development Review & Permitting Cheryl Bell - Asst. Dir. FTE 6.5 Total Budget \$1,192,606 Gen Fund \$ 516,646
	Dog Services Kristine Wallace - Mgr. FTE 17 Total Budget \$3,030,027 Gen Fund \$ 1,627,428	Transportation Maintenance Shane Abbott - Mgr. FTE 21.2 Total Budget \$19,909,005 Gen Fund \$ -		Long-Range Planning Jennifer Hughes - Mgr. FTE 84 Total Budget \$26,884,046 Gen Fund \$ 2,391,633
		Traffic Safety Joe Marek - Mgr. FTE 101.2 Total Budget \$64,508,848 Gen Fund \$ -		Public Land Corner Ray Griffin - Mgr. FTE 8.65 Total Budget \$4,137,620 Gen Fund \$ 211,340
		Community Road Fund Mike Bezner - Asst. Dir. FTE 0 Total Budget \$5,572,603 Gen Fund \$ -		County Surveyor Ray Griffin - Mgr. FTE 5.5 Total Budget \$2,382,328 Gen Fund \$ -
		Damascus Roads Total Budget \$21,415,815		Revenue Collected on Behalf of Other Agencies Total Budget \$4,500,000
		Countywide TSDCs Total Budget \$18,909,548		
		HV Joint Subarea TSDCs Total Budget \$1,685,421		



DTD Administration Line of Business

Office of the Director

Purpose Statement

The purpose of the Office of the Director 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 programs for people so they can live, work, play and do business in Clackamas County safely and successfully.

Performance Narrative Statement

DTD Administration has an operating budget of \$1,978,022 which is a decrease from previous funding levels. This workgroup coordinates the budget process for each of the 18 Performance Clackamas programs within the department (down two from the prior year due to embedding of the Code Enforcement program and the merging of the Fleet Services programs); including each of the programs within this budget, plus our Urban Renewal and Street Lighting programs. Staff in this work group provide managerial oversight, financial monitoring, human resources coordination and support services, coordinate the annual review of our strategic plan update, lead policy coordination, plus transportation services and development services at a local and regional level in support of local goals.

- DTD Administration continues to assess general fund reduction options throughout the organization. Though General Fund represents less than 2.5% of the overall DTD budget, these funds provide vital support to a number of the department's community facing programs, which provide needed services to the residents of Clackamas County. The assessment will include a review of the services provided by the department to determine those required by state or local statute and prioritized by the Board of County Commissioners, and available funding mechanisms, to right-size service delivery to available funding.

- Staff developed a telework implementation plan and are leading a review of space requirements; including review of possible benefits through the reduced financial requirements for programs as space reductions are realized.

- Staff have completed their final draft of the DTD Workforce Plan, and continue to partner with Human Resources, the Equity and Inclusion Office to ensure the plan balances department led and countywide initiatives. Over the next few months, DTD Administration staff will work with administration staff to perform final edits, develop a short video announcement regarding the plan, and facilitate a department-wide roll out of the final plan.

- Following the feedback from the Employee Engagement survey; DTD Administration has increased employee engagement efforts and is sending regular emails out to keep staff informed on both countywide and department initiatives, including our Performance Clackamas goals.

- Staff led the team implementing the new Development Direct electronic permit application and plan review system. When Development Direct launched to the public in September 2021 for Building Codes and Development Engineering applications, DTD completed our Performance Clackamas goal that "By 2021, electronic plan review (EPR) will be available for customers who submit commercial building permit applications, and a plan will be developed for EPR expansion to other permit application types." DTD will continue to improve customer access to services by bringing the Septic Program onto Development Direct in 2022, and the Land Use Planning program onto the platform in 2023.

- Staff track, budget, and allocate transportation funding for capital projects from the Community Road Fund, House Bill 2017, and other sources. Staff ensures that investments are made to design and build congestion relief, safety, and paving projects as approved by the Board of County Commissioners.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	% of employees participating in safety training sessions each year ¹	55%	57%	25%	73%	45%
Result	% performance evaluations completed within the last 12 months (using Clarify, Converse, Capture (C3)) ²	58%	98%	90%	91%	90%
Result	% DTD MFR programs with a 2-5 year work plan in place ³	New measure - FY 20/21.	59%	75%	59%	65%
Efficiency	DTD Administration FTE : Department FTE ⁵	9.0 FTE : 301.54 FTE	4.5 FTE : 304.74 FTE	6:37 FTE : 302.25 FTE	6 FTE : 254.74 FTE	6.7 FTE : 306.74 FTE
Efficiency	DTD Administration Budget : Department Budget ⁶	1.76M : 210.5M	1.82M : 117.3M	2M : 173.9M	\$736k : \$53.39M	1.9M : 235.11M

¹ Modified the language beginning FY 2020 to encompass all safety training, versus focusing solely on "Violence in the Workplace" training.

² Modified the language to incorporate the Clarify, Converse & Capture (C3) initiative beginning FY 2020.

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

⁴ Count of budgeted positions. Includes CCDAG and embedded employees for the overall employee count.

⁵ Total DTD budget is a combination of DTD and special districts for Urban Renewal and Street Lighting (CCDAG and CCSD5).

Program includes:

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

Explanation

Road official. Budget development. EOC support. Collective bargaining. Fiscal review/reporting.





Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	515,647	515,647	-
Federal, State, Local, All Other Gifts & Donations	100,596	(78,883)	239,285	(16,126)	433,482	194,197	81.2%
Charges, Fees, License, Permits, Fines, Assessments	1,662,656	1,903,771	1,773,557	1,773,557	1,544,540		
All Other Revenue Resources	-	1,000	-	-	-		
Other Interfund Transfers	-	-	2,016,845	2,016,845	-	(2,016,845)	-100.0%
Operating Revenue	1,763,252	1,825,888	4,029,687	3,774,276	1,978,022	(2,051,665)	-50.9%
Total Revenue	1,763,252	1,825,888	4,029,687	3,774,276	2,493,669	(1,536,018)	-38.1%
<i>* DTD Administration, which is housed in Fund 215, allocates actual costs the following year.</i>							
Personnel Services	1,129,401	1,158,702	1,402,538	1,089,228	1,222,026	(180,512)	-12.9%
Materials and Services	633,851	666,186	610,304	668,203	755,996	145,692	23.9%
Operating Expenditure	1,763,252	1,824,888	2,012,842	1,757,431	1,978,022	(34,820)	-1.7%
Transfers	-	-	-	-	231,830	231,830	-
Contingency	-	-	2,016,845	-	283,817	(1,733,028)	-85.9%
Total Expense	1,763,252	1,824,888	4,029,687	1,757,431	2,493,669	(1,536,018)	-38.1%
Ending Fund Balance - Restricted				2,016,845		-	-
Revenue Less Expenses	-	1,000	-	-	-	-	

Significant Issues and Changes

DTD Administration supports 307 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.)

Staff within DTD Administration provide a variety of support services to the Board of County Commissioners, County Administration, our staff and other agencies. This group coordinates the release of new policy initiatives from County Administration, from budget process changes to new policy directives. We monitor and assist Public and Government Affairs through the legislative process.

DTD administration allocates these charges out to programs within the department.

- The Public Information Specialists (PICS) were moved to the Land Use, Development Review & Permitting program in FY 22-23 because they provide direct support for DTD programs in the Development Services Building, with enhanced support to permitting programs. The Office of the Director will continue to include this group in the allocation model for one more year, at which point their costs will be reimbursed to Building Codes, which is where these positions were moved. The DTD Director continued to oversee the Street Lighting and Urban Renewal, and these groups receive a direct allocation for 20% of the Director's salary in the FY 22-23 budget.
- The remaining program cost is distributed based on the number of FTE in the program; but adjustments are made to include non-FTE programs that require support from DTD Admin.

We have retained the vacant Management Analyst 1, with hopes we are able to improve direct support for grants and other financial assistance agreements to improve the timeliness of disbursement requests and required reporting.



Fleet Services Line of Business

Fleet Services Program

Purpose Statement

The purpose of the Fleet Services program is to provide vehicle rental, acquisition, setup, maintenance, repair, disposition, fuel and comprehensive fleet management services to public agencies so they can have access to safe, reliable and cost-effective vehicles and 24/7 access to fuel.

Performance Narrative Statement

The Fleet Services Program operating budget is \$6,345,757; the Fleet Management and Vehicle Maintenance & Repair programs were merged in to a single Fleet Services program beginning FY 22-23. These resources will allow us to provide comprehensive fleet management services to nearly 100 customer departments, programs and outside agencies who operate more than 1,300 vehicles and pieces of equipment. A primary focus of this program is to provide safe and efficient vehicles and equipment to our customers. To ensure downtime of vehicles and equipment is kept as low as possible, our maintenance shops are open 20 hours per day, four days per week to provide a full range of maintenance and repair services. During emergency events our operating hours expand to provide 24-hour coverage 7 days per week to support our customer's emergency operation needs. We are using our performance measures to help us monitor and improve our ability to maintain desired levels of safety and efficiency while maximizing vehicle availability.

We have adopted a result that we can influence, but that we do not have direct control over. Specifically, the % department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year. By encouraging the use of rental program vehicles, we can reduce the number of underutilized vehicles. We will continue to update the rental fleet by retiring older, underutilized vehicles and replacing them with newer vehicles. This budget includes the resources necessary to replace \$100,000 in rental program vehicles in FY 22-23. Our goal is to partner with our customers to provide the necessary data to help them make business decisions to manage and use their fleet resources most efficiently.

While the instability of fuel prices and the increased use of electric and hybrid vehicles continue to create budget challenges because 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. 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 for FY 22-23.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	% customers happy with the service they received ¹		100%	90%	100%	90%
Result	% preventative maintenance visits performed on-schedule ¹		49%	60%	45%	50%
Result	Average turn-around time for routine maintenance: Light vehicles: # calendar days [oil change, fluids and safety inspection] ¹	New measure -- added FY 2-21	4 days	1 day	1 day	1 day
Result	Average turn-around time for routine maintenance: Heavy vehicles: # calendar days [oil change, fluids and safety inspection] ¹		6.15 days	1.5 days	1.34 days	1.5 days
Result	# annual safety inspections performed ¹		170	170	67	170
Result	# roadside repairs ¹		459	380	317	400
Result	% new vehicles in customer possession within 30 calendar days of delivery ¹	New measure -- added FY 20-21	0%	50%	0%	10%
Result	% motor pool vehicles driven more than 8,000 miles per year ¹		0%	50%	0%	25%
Result	% department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year ¹		18%	50%	0%	25%
Outputs	Average age of motor pool vehicles available ¹		15.48	12	14.7	12
Outputs	# motor pool vehicles available for rental ¹		27	30	26	30
Demands	# department lease vehicles ¹		101	110	102	110
Demands	# department owned vehicles ¹		151	220	155	220

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

Program includes:

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

Explanation





Fleet Services Line of Business

Fleet Services Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	482,362	626,179	436,178	423,970	454,627	18,449	4.2%
Federal, State, Local, All Other Gifts & Donations	82,668	5,937	70,036	70,036	-	(70,036)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	5,277,801	5,658,265	6,125,988	5,590,843	5,845,850	(280,138)	-4.6%
Revenue from Bonds & Other Debts	7,965	68,381	20,000	20,000	32,120	12,120	60.6%
All Other Revenue Resources	36,761	2,954	1,500	3,275	6,960	-	-
Other Interfund Transfers	-	-	-	-	100,000	100,000	-
Operating Revenue	5,405,195	5,735,537	6,217,524	5,684,154	5,984,930	(232,594)	-3.7%
Total Revenue	5,887,557	6,361,716	6,653,702	6,108,124	6,439,557	(214,145)	-3.2%
Personnel Services	2,322,351	2,596,860	2,733,487	2,429,132	2,770,744	37,257	1.4%
Materials and Services	2,939,028	3,214,059	3,217,541	3,219,365	3,375,010	157,469	4.9%
Capital Outlay	-	126,827	350,000	5,000	200,000	(150,000)	-42.9%
Operating Expenditure	5,261,379	5,937,746	6,301,028	5,653,497	6,345,754	44,726	0.7%
Contingency	-	-	352,674	-	93,803	(258,871)	-73.4%
Total Expense	5,261,379	5,937,746	6,653,702	5,653,497	6,439,557	(214,145)	-3.2%
Ending Fund Balance - Restricted				454,627		-	-
Revenues Less Expenses	626,178	423,970	-	-	-	-	-

Significant Issues and Changes

Fleet Management (300202) and Vehicle Maintenance & Repair (300203) programs were merged in to a single Fleet Services program FY 2022/2023.

Our overall goals for all fleet vehicles are:

- Reduce the average age of vehicles
- Reduce the number of underutilized vehicles
- Increase the use of electric and hybrid vehicles to help meet our Climate Action Plan goals

We continue our work to cross train our mechanic staff to combine our heavy and light shops into a more unified operation. This allows us to provide a higher level of service during normal operations and significantly increases our effectiveness during 24-hour emergency operations. We will be seeking to fill a vacant FTE position to bring our shop staff up to full capacity and help meet our demand for services.

For FY 22-23 we are maintaining our current rates and fees however the current funding level is not sustainable beyond FY 22-23. This year we will be evaluating the way we charge for services and developing an updated funding model to ensure the long-term viability of this program with the goal of implementing needed changes for FY 23-24.



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 operating budget is \$5,656,734. These resources support both infrastructure and non-infrastructure efforts in traffic safety and operations.

- Non-infrastructure work includes outreach to students, safety outreach at the County Fair and various safety campaigns, primarily focused on youth and pedestrian safety.
- Infrastructure related traffic operations work includes signing, striping, speed zoning, signal operations, advanced transportation technology and management, motor carrier education/enforcement.
- Safety analysis includes the use of Vision Zero Suite software allowing for full and comprehensive road network screening, diagnostics evaluation, countermeasure performance testing and benefit-to-cost ratio analysis.

All of this work is completed under a lens incorporating a public health, equity and a Safe Systems approach.

The resources in this program will fund 13 transportation safety and operations projects in various stages of design, right of way acquisition and construction, including:

- 8 HB2017 Safety Projects
- 5 Safety Projects

In addition to managing the projects above, staff in this program are also assigned to manage 5 of the projects funded through the Damascus Roads and Community Road Fund budgets.

- 4 CRF Safety Projects
- 1 Damascus Road Project

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

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero <i>*Data reported by calendar year.</i>	40 [2019]	36 [2020]	25 [2021 Target]	33 [2021]	25 [2022]
Result	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024	8	6	10	3	10
Output	# of temporary radar speed feedback sign placements	5	0	12	0	12
Output	# requests for placement of a temporary radar speed feedback sign ¹	New measure - added FY 20- 21	3	8	0	8

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☒ Yes



Explanation

Mandated Services:

The Traffic Safety Program is mandated by the Federal Highway Administration (FHWA) to have a Traffic Safety Action Plan (TSAP) and an Intelligent Transportation System (ITS) Plan.

Shared Services:

Infrastructure development is a state/county shared service.

Grant Funding:

Safe Communities grant is on a 12 month cycle ending with the Federal Fiscal Year (September 30) and requires a 20% match, funded by County Road Fund.



Transportation Line of Business

Traffic Safety Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	(24,212)	120,364	-	89,112	-	-	-
Federal, State, Local, All Other Gifts & Donations	2,560,201	2,388,898	4,637,842	2,977,885	5,338,765	700,923	15.1%
Charges, Fees, License, Permits, Fines, Assessments	232,530	234,356	274,847	262,452	308,469	33,622	12.2%
All Other Revenue Resources	9,750	-	10,000	10,000	9,500	(500)	-5.0%
Other Interfund Transfers	301,747	140,425	-	-	-	-	-
General Fund Support	-	-	249,235	249,235	-	(249,235)	-100.0%
Operating Revenue	3,104,228	2,763,679	5,171,924	3,499,572	5,656,734	484,810	9.4%
Total Revenue	3,080,016	2,884,043	5,171,924	3,588,684	5,656,734	484,810	9.4%
<i>* Includes Road Fund support.</i>							
Personnel Services	1,499,025	1,578,648	1,739,470	1,302,891	1,904,994	165,524	9.5%
Materials and Services	661,764	550,838	1,448,192	948,882	1,811,010	362,818	25.1%
Capital Outlay	798,863	665,444	1,984,262	1,336,911	1,940,730	(43,532)	-2.2%
Operating Expenditure	2,959,652	2,794,930	5,171,924	3,588,684	5,656,734	484,810	9.4%
Total Expense	2,959,652	2,794,930	5,171,924	3,588,684	5,656,734	484,810	9.4%
Ending Fund Balance - Restricted							
Revenues Less Expenses	120,364	89,112	-	-	-	-	

Significant Issues and Changes

The historic General Fund (part of pass through from Justice Court) and marijuana tax revenues, totaling approximately \$250,000 have been cut as part of the FY 22-23 budget. This critical education and outreach work associated with safety of young drivers, drugs and driving and outreach will continue, albeit using Road Fund. More specifically, this work entails:

- Outreach to youth and young drivers related to safety and increase social media messaging and micro-targeting to our core audience related to putting cell phones on "do not disturb" while driving.
- Complete teen outreach at area high schools by providing interactive safety education and recruiting motivational speakers focused on driving safety and other key teen messaging such as suicide and drug use.
- Continue more general traffic safety messaging and education for transportation system users of all ages.
- Working in partnership with Oregon DOT on outreach related to pedestrian safety, a segment of crashes that is over-represented.

Staffing for placement of temporary radar signs was constrained during the current FY due to COVID and staffing shortages. This is anticipated to be address during the second part of the FY and into FY 22-23.

FY 22-23 Capital Outlay in the Traffic Safety program represents 13 safety infrastructure projects funded by the Road Fund. Additional outcomes from the traffic safety program include:

- Implementing the Traffic Safety Action Plan including infrastructure, outreach and policies to achieve a goal of Zero Fatal and Serious Injury Crashes by 2035.
- Continuing the innovative partnership between H3S and DTD to jointly fund a Transportation and Health Planner to incorporate better health outcomes into County transportation projects and beginning to look at elements of equity in transportation work.
- Continuing the innovative safety outreach in partnership with Oregon DOT and other agencies.
- Continue the innovative work 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 roadside infrastructure to support new technology. Also supporting self-driving vehicles, the County began changing shoulder edge line striping from 4 inches to 6 inches to provide more conspicuity which helps vehicle camera systems identify the striping to aid in automated guidance.
- Continue the Motor Carrier Safety Program focusing on inspection of commercial vehicles to ensure safety for all users and commercial vehicle weighing to minimize road damage.



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 operating budget is \$19,909,005. Revenues for the transportation engineering and construction program fluctuate based on available funding. The resources in this program will fund 18 transportation projects in various stages of design, right of way acquisition and construction, including:

- 5 Bike/Pedestrian Projects
- 6 Bridge/Scour/Culvert Projects
- 5 Road Projects
- 2 Safety Projects

In addition to managing the projects above, staff in this program are also assigned to manage 16 of the projects funded through the Traffic Safety, Damascus Roads and Community Road Fund budgets.

- 3 Damascus Road Projects
- 5 CRF Strategic Investment Fund Projects
- 8 CRF Congestion 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	% completed CIP contracts coming in within 110% of original contract value	87%	87%	90%	100%	90%
Result	% completed CIP contracts completed within original contract completion date	63%	74%	90%	67%	90%
Output	# projects managed	81	37	40	36	36
Output	# road miles transferred	1.02	12	2	1.36	2.66

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☒ Yes



Explanation

Mandated Services:

The Transportation Construction Program is mandated to spend 1% of state gas tax funds received by the County on facilities for pedestrians and bicyclists (ORS 366.514).

Shared Services:

Infrastructure development is a state/county shared service.

Grant Funding:

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



Transportation Engineering & Construction Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance **	462,072	-	-	41,132	-	-	-
Federal, State, Local, All Other Gifts & Donations * . ***	6,444,423	7,594,737	17,890,827	12,899,136	19,120,245	1,229,418	6.9%
Charges, Fees, License, Permits, Fines, Assessments ***	700,340	937,753	585,200	875,000	738,437	153,237	26.2%
Other Interfund Transfers	33,454	191,127	21,542	21,542	50,323	28,781	133.6%
Operating Revenue	7,178,217	8,723,617	18,497,569	13,795,678	19,909,005	1,411,436	7.6%
Total Revenue	7,640,289	8,723,617	18,497,569	13,836,810	19,909,005	1,411,436	7.6%
<i>* Includes Road Fund support; fund balance includes a Fee-In-Lieu of Road Improvement Pedestrian Fee Carryforward.</i>							
Personnel Services	2,808,583	3,050,724	3,311,428	3,005,766	3,566,684	255,256	7.7%
Materials and Services	824,714	170,784	1,844,196	2,572,677	1,727,189	(117,007)	-6.3%
Capital Outlay	4,006,992	5,460,977	13,341,945	8,258,367	14,615,132	1,273,187	9.5%
Operating Expenditure	7,640,289	8,682,485	18,497,569	13,836,810	19,909,005	1,411,436	7.6%
Total Expense	7,640,289	8,682,485	18,497,569	13,836,810	19,909,005	1,411,436	7.6%
Ending Fund Balance - Restricted							
Revenues Less Expenses	-	41,132	-	-	-	-	

Significant Issues and Changes

The requested budget will provide the necessary resources for:

- \$15.933 M in capital project expenses (project planning, design, right of way acquisition and construction); this does not include county staff time.
- Our Survey/CADD group completes the road transfers associated with the Strategic Investment Fund as part of the Community Road Fund by providing records research, legal descriptions and maps, and in the preparation and presentation of IGA's and Board Orders.
- 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 event and January 2022 emergency event and two non-federal projects from December/January 2021 floods, one in the Damascus area and another on S. Warnock Road near S. Leland Rd.
- Based on known funding sources, we anticipate we will only have the resources to fund 15% of our 20-year TSP (Tier 1).



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 operating budget is \$41,216,598, an increase from last year due to the bond revenues and related capital expenses for the relocation of the Transportation Maintenance facility. The majority of the funding for this program comes from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees).

Fiscal year 20-21 met the Pacific NW with a variety of challenges as we provided services in the new reality of a pandemic, while responding to wildfires and ice storms.

- The county is working with FEMA on cost reimbursements for the 2020 wildfire response efforts; seeking almost \$300k in federal funds to cover: (1) public debris removal, (2) traffic control, signage, barricades, etc., (3) hydro-seeding and (4) culvert damage.
- The county is working with FEMA on cost reimbursements for the 2021 ice storm response efforts; seeking just over \$1.6M in federal funds to cover: (1) public debris removal, (2) traffic control, signage, barricades, etc. and (3) guardrail repairs.

Over the next year, the revenue for this program will provide the resources needed to perform paving and other surface treatments, including 2.08 miles of Sunnyside Rd which is 4 lanes wide and has an average daily traffic count of over 30,000 vehicles a day, contract paving will total 2.65 miles of county roads. The reduction from miles paved historically is due to mandated ADA accommodations associated with urban paving projects, which is reflected in the Transportation Engineering & Construction program budget. While some roads will be improved above a PCI of 70, other roads are also deteriorating. Resources will also provide for drainage, vegetation, surface repair, signing, striping, signal, and bridge maintenance on our 1,400 mile road network. County crews will maintain 24-hour emergency response to inclement weather, natural disasters and will respond to more than 2,000 service requests, which will provide the travelling public increased driver safety, a reduction in insurance claims and reduced wear and tear on their vehicles. The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	Maintain the average condition of inspected bridges scored as good condition at 26% or higher ¹	New measure -- added FY 20-21	24%	23%	23%	23%
Result	Maintain the average condition of inspected bridges scored as fair condition at 69% or higher ¹		72%	70%	73%	70%
Output	# miles resurfaced ²	35	24.18	6.94	5	6.06
Output	# lineal feet striped ¹	New measure -- added FY 20-21	7,172,101	8,439,230	4,227,205	6,000,000
Output	# county road miles with a PCI (Pavement Condition Index) below 70 ¹	413	295	393	295	300
Demand	Annual Cost of Illegal Dumping in the Right-of-Way ¹	New measure -- added FY 20-21	\$ 122,640	\$ 54,000	\$ 45,693	\$ 100,000
Demand	# miles plowed/sanded ¹		4,951	18,938	8,531	12,000
Demand	# miles treated with de-icer ¹		2,268	2,200	1,912	2,200
Demand	# labor hours in emergency response mode ¹		29,740	8,082	3,807	8,000
Demand	# service request responses (e.g., high water, downed trees, potholes, dead deer)	2,107	2,490	2,300	1,120	2,300

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan. In most cases a 3-year average was used to develop the targets for FY 20-21.

² Beginning FY 2020/2021 we began measuring the # miles resurfaced; including in-house paving, contract paving, slurry seal and chip seal -- not including patch work done by County crew. Previously we were reporting the # road miles paved (contract and in-house paving only).

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 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	25,251,578	27,002,216	35,283,358	40,869,743	36,192,390	909,032	2.6%
Federal, State, Local, All Other Gifts & Donations	25,775,597	22,691,962	21,724,810	28,700,109	23,451,707	1,726,897	7.9%
Charges, Fees, License, Permits, Fines, Assessments	1,163,590	851,293	862,769	807,919	959,220	96,451	11.2%
Revenue from Bonds & Other Debts	53,927	20,286,653	29,642	30,846	123,410	93,768	316.3%
All Other Revenue Resources **	399,647	447,606	3,166,372	443,479	3,782,121	615,749	19.4%
Other Interfund Transfers ***	-	300,000	-	-	-	-	-
Operating Revenue	27,392,761	44,577,514	25,783,593	29,982,353	28,316,458	2,532,865	9.8%
Total Revenue	52,644,339	71,579,730	61,066,951	70,852,096	64,508,848	3,441,897	5.6%
<i>* Includes Road Fund support.</i>							
Personnel Services	10,004,246	10,167,754	12,632,678	10,901,644	12,759,693	127,015	1.0%
Materials and Services	14,275,390	10,321,261	10,220,668	9,909,097	13,864,885	3,644,217	35.7%
Capital Outlay	984,229	9,212,659	21,160,000	13,055,000	14,592,020	(6,567,980)	-31.0%
Operating Expenditure	25,263,865	29,701,674	44,013,346	33,865,741	41,216,598	(2,796,748)	-6.4%
Special Payments	378,258	11,200	100,000	50,000	100,000	-	-
Transfers	-	999,093	1,845,813	1,845,813	1,827,920	(17,893)	-1.0%
Reserve for Future Expenditures	-	-	1,827,913	-	11,364,330	9,536,417	521.7%
Contingency	-	-	13,279,879	-	10,000,000	(3,279,879)	-24.7%
Total Expense	25,642,123	30,711,967	61,066,951	35,761,554	64,508,848	3,441,897	5.6%
Ending Fund Balance - Restricted				35,090,542		-	-
Revenues Less Expenses	27,002,216	40,867,763	-	-	-	-	-

Significant Issues and Changes

The current PCI for the county after 4 years of inspections is a PCI of 68. The Pavement Condition Index (PCI) rates the visual condition of the road surface by measuring the quantity and severity of the surface distresses.

The contingency in this program is higher than most, but provides coverage for inclement weather, emergency response and debt service. When events like the wildfires and the ice storm impact our network, the County covers the cost of response, while negotiating and waiting for the federal/state reimbursement.

Two planned sand shed buildings were delayed, resulting in higher ending fund balance in FY 21-22, due to the escalating building costs coming out of the pandemic. We received land use approval for one of the sheds, and will seek approval for the second shed as constructions costs begin to correct.

The proposed budget reflects the bond sale for the Transportation Maintenance facility relocation, and includes the remaining facility payments and anticipated relocation costs. The purchase of the new facility will be partially offset by \$5.25M in land sale proceeds from the CIAO site, \$3.2M from the sale of the Abernethy site and combined County and ODOT ARPA funding that was received due to lost revenues during the pandemic.

- The transfers reflect the required debt service payments.
- The bond has increased our required reserves.



Transportation Line of Business

Community Road Fund Program

Purpose Statement

The purpose of the Community Road Fund program is to provide congestion relief, local road paving and safety improvement services to the public so they can safely and efficiently use the transportation system.

Performance Narrative Statement

The Community Road Fund operating budget is \$8,579,710; however, payments to cities for jurisdictional transfers and 40% of the total DMV collections fall outside this total. This program tracks the collection, distribution and expense of the countywide Vehicle Registration Fee, which went into effect on registrations renewing in January 2020. The county has committed to spending the approximately \$5.5 million per year of Community Road Fund revenue on three major community priorities: congestion relief, local road maintenance and safety improvements.

On Nov. 12, 2019, the Board of Commissioners approved recommendations from the Community Road Fund Advisory Committee, the Traffic Safety Commission and staff regarding the projects that will receive Community Road Fund revenues over the next 5–8 years. The resources in this program will fund 23 transportation projects in various stages of design, right of way acquisition and construction, including:

- Local Road Paving Projects – 7 approved, 1 was split into two phases, Thiessen 1 and Thiessen 2 making 8 total projects. 7 of the 8 local road paving packages have been scheduled and/or constructed. 2 were completed in the summer of 2020 (Ferguson and Carus roads) totaling 4.04 miles, 2 were completed in the summer of 2021 (Arista and Thiessen 1) totaling 1.23 miles, 3 projects are being prepared for construction bids in the summer of 2022 (Webster, Boyer/King and McLaughlin) totaling 3.41 miles, Thiessen 2 is designed, in the cue and ready to construct, totaling .92 miles. Thiessen 2 is on hold because it has possible opportunity for alignment with an unrelated drainage project.

- Congestion Relief Projects – 7 approved. Five projects are in the design phase (consultants hired), and 2 more will begin design later this year or next. Of the 5 projects in the design phase, 1 project is expected to be constructed by the end of fiscal year 2022/23.

- Safety Projects – 7 approved. 4 projects are currently under construction.

- Strategic Investment Fund Projects (Partnerships with other local agencies) – 12 approved. 7 jurisdictional transfers and 5 congestion relief projects have been approved by C4 on the multi-year plan. Of the 5 projects, 2 are in the in the design phase (consultant hired) and 1 is a planning project that has started (consultant hired).

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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Output	\$ value of capital projects constructed ¹	New measure -- added FY20-21	\$ 1,992,501	\$ 7,239,398	\$ 1,032,857	\$ 7,488,306
Output	\$ Community Road Fund leveraged by \$ other funding for capital projects ¹	New measure -- added FY20-21	\$1,780,557 : \$211,944	\$5,890,585 : \$1,348,419	No project transfers were made during the first half of the year.	\$5,685,321 : \$1,802,985
Output	\$ transferred to cities for investment on city road systems ¹	New measure -- added FY20-21	\$ 3,895,875	\$ 4,368,000	\$ 2,099,346	\$ 2,274,128
Output	Strategic Investment Fund: \$ leveraged by \$ other funding for projects of mutual interest ¹	New measure -- added FY20-21	\$8,184 : No other funding sources leveraged for SIF projects during this period.	\$493,521 : \$220,272	\$68,249 : No other funding sources transferred for SIF projects during this reporting period..	\$597,557 : \$489,838
Output	Strategic Investment Fund: \$ to transfer # miles of roads to cities ¹	New measure -- added FY20-21	\$433,342 : 0.82 miles	\$937,000 : 1.95 miles	\$348,532 : 0.82 miles	\$553,706 : 1.97 miles

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☐ No

Explanation

Mandated Services:

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

Shared Services:

Infrastructure development is a state/county shared service.





Transportation Line of Business

Community Road Fund

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	(10,770)	1,315,584	5,867,307	6,389,619	8,522,335	2,655,028	45.3%
Federal, State, Local, All Other Gifts & Donations	-	776	793,416	300,500	937,430	144,014	18.2%
Charges, Fees, License, Permits, Fines, Assessments	2,866,046	11,200,828	10,920,000	11,000,000	11,000,000	80,000	0.7%
All Other Revenue Resources	-	-	37,655	-	-	(37,655)	-100.0%
Other Interfund Transfers	19,785	211,168	738,014	788,286	956,050	218,036	29.5%
Operating Revenue	2,885,831	11,412,772	12,489,085	12,088,786	12,893,480	404,395	3.2%
Total Revenue	2,875,061	12,728,356	18,356,392	18,478,405	21,415,815	3,059,423	16.7%
Materials and Services	183,934	1,199,640	6,026,610	3,963,503	5,378,770	(647,840)	-10.7%
Capital Outlay	261,740	809,881	1,955,081	1,110,917	3,200,940	1,245,859	63.7%
Operating Expenditure	445,674	2,009,521	7,981,691	5,074,420	8,579,710	598,019	7.5%
Special Payments	1,113,803	4,329,217	5,305,000	5,281,000	4,875,000	(430,000)	-8.1%
Reserve for Future Expenditures	-	-	2,069,701	-	6,461,105	4,391,404	212.2%
Contingency	-	-	3,000,000	-	1,500,000	(1,500,000)	-50.0%
Total Expense	1,559,477	6,338,738	18,356,392	10,355,420	21,415,815	3,059,423	16.7%
Ending Fund Balance - Restricted				8,122,985			
Revenues Less Expenses	1,315,584	6,389,618	-	-	-	-	

Significant Issues and Changes

On February 21, 2019, the Board of County Commissioners approved the first-ever county-wide vehicle registration fee (VRF). The \$30/vehicle/year fee became effective in January 2020. The fee was anticipated to generate a total of approximately \$11.3 million per year.

In January 2022, staff met with the Board of County Commissioners to discuss a proposal to reduce the rate being charged against light/utility trailers. This was met with support from the Board and staff is working with county counsel and Oregon DMV to draft amendments to existing agreements to reduce the rate charged on vehicles in this category.

Actual revenues for 2020 came in about \$1.78 million lower than projected because of the deferral of registrations due to the COVID-19 pandemic; however, monthly collections are now coming in about \$85,000 higher than originally expected, so we anticipate that it will take less than two years to collect the deferred revenue as registrations are brought up-to-date.

This budget reflects 100% of the receipts from the DMV. Clackamas County is responsible for distributing these funds to the cities. The VRF revenue is divided between the county and cities in the county, as follows:

- 50% for the county to use on its roads for congestion relief, safety improvements and local road paving projects. During community outreach, we estimated the County would be receiving \$472,000 each month; actual receipts, post-pandemic, are averaging about \$514,000.
- 40% for cities to use on their roads as they determine, distributed based on population. Post-pandemic, the amount distributed to cities each month is averaging \$411,000, which is almost \$34,000 more than we had originally estimated. The amount of distribution for each city varies based on population, three of the largest cities in the county are receiving revenues ranging from \$500,000 to \$700,000 a year.
- 10% for a Strategic Investment Fund, set aside by the county, to be used jointly as agreed to by the county and cities (through C4) on road transfers and transportation projects of mutual interest. Post pandemic we are receiving about \$10,000 more than our original monthly estimates, with receipts averaging \$94,500. We have completed two road transfers with the city of Canby, for more than 1.5 miles of roads. We are currently in discussions with the cities of Canby and Wilsonville for additional transfers.

Many of the congestion relief and SIF projects are eligible to leverage against other funding sources, such as Countywide Transportation System Development Charge (TSDC), urban renewal, state, city and private contributions. This support will be reflected in the budget each year, based on the projects currently under construction.



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 operating budget is \$1,999,103. This program tracks the use of State Highway Fund and Local Vehicle Registration Fee revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive both revenues for this area through 2026, based on PSU Population Forecasts. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits."The FY 22-23 budget proposal includes funding for three active projects. These projects will be managed by staff in the Transportation Maintenance, Traffic Safety, Transportation Engineering & Construction and the Long Range Planning programs.

- 242nd / Borges Realignment
- Damascus Roads Tier 1 Safety: Damascus RSA Tier 1 Projects
- Johnson Creek Tributary (Hideaway Ct) Culvert Replacement
- Adoption and integration of the Damascus Mobility Plan – This work will identify projects to include in the Countywide Transportation System Plan.

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

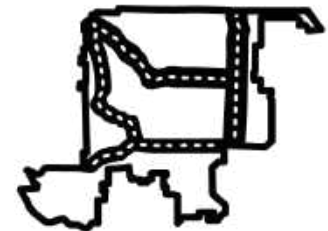
		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	Maintain the average condition of paved county roads within the boundaries of the former city of Damascus at 70 PCI (Pavement Condition Index) or higher	72	69	70	61	67
Output	# safety projects completed ¹	New measure -- added FY 20-21.	1	2	0	2
Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	27	14	15	10	15

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services	<input checked="" type="checkbox"/>
Shared Services	<input checked="" type="checkbox"/>
Grant Funding	<input type="checkbox"/>



Explanation

Mandated Services:

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

Shared Services:

Infrastructure development is a state/county shared service.



Transportation Line of Business

Damascus Roads Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	4,646,489	3,799,480	4,028,371	4,190,810	4,372,603	344,232	8.5%
Federal, State, Local, All Other Gifts & Donations	789,285	865,060	750,000	750,000	800,000	50,000	6.7%
Charges, Fees, License, Permits, Fines, Assessments	54,359	209,371	396,770	396,770	400,000	3,230	0.8%
Operating Revenue	843,644	1,074,431	1,146,770	1,146,770	1,200,000	53,230	4.6%
Total Revenue	5,490,133	4,873,911	5,175,141	5,337,580	5,572,603	397,462	7.7%
Materials and Services	1,626,564	38,333	435,000	388,016	110,880	(324,120)	-74.5%
Capital Outlay	64,088	644,768	1,279,535	576,961	1,879,223	599,688	46.9%
Operating Expenditure	1,690,652	683,101	1,714,535	964,977	1,990,103	275,568	16.1%
Reserve for Future Expenditures	-	-	34,485	-	3,082,500	3,048,015	8838.7%
Contingency	-	-	3,426,121	-	500,000	(2,926,121)	-85.4%
Total Expense	1,690,652	683,101	5,175,141	964,977	5,572,603	397,462	7.7%
Ending Fund Balance - Restricted				4,372,603		-	-
Revenues Less Expenses	3,799,481	4,190,810	-	-	-	-	

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).

When the County adopted a local Vehicle Registration Fee, the state distribution model was adopted, meaning that Damascus Roads will receive the local VRF revenues until the motor vehicle fund formula changes. So, the Community Road Fund allotment for Damascus was added to the Charges for Services revenue.

Revenues from the Oregon State Highway Fund (which includes money from state gas tax, truck weight mile fees, and vehicle registration fees) and the Clackamas County local vehicle registration fee 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 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. The Damascus Mobility Plan will identify the needed transportation infrastructure in this area and should be completed before the end of FY 21-22.

- The Johnson Creek Tributary (Hideaway Ct) Culvert Replacement project is an emergency repair.

Damascus Road fund has been holding the 1% bicycle/pedestrian required State Highway Fund investment in reserve, for use on a future bike/ped project. With the requirement of \$46,465 from the original balance, and approximately \$8,000 of annual collections each year since, we have about \$63,000 held in reserve. Each year, the reserve amount is calculated based on the annual collections and included in future year reserve totals to ensure compliance with state law.



Transportation Line of Business

Countywide TSDCs

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	10,667,809	13,970,289	16,076,285	16,172,058	16,174,548	98,263	1%
Charges, Fees, License, Permits, Fines, Assessments	3,284,523	2,526,439	2,532,500	1,794,000	2,535,000	2,500	0%
All Other Revenue Resources	177,940	184,793	265,000	200,000	200,000	(65,000)	-25%
Operating Revenue	3,462,463	2,711,232	2,797,500	1,994,000	2,735,000	(62,500)	-2%
Total Revenue	14,130,272	16,681,521	18,873,785	18,166,058	18,909,548	35,763	0%
Materials and Services	106,745	107,168	181,612	81,682	159,850	(21,762)	-12%
Operating Expenditure	106,745	107,168	181,612	81,682	159,850	(21,762)	-12%
Special Payments	-	-	2,250,000	1,100,000	-	(2,250,000)	-100%
Transfers	53,239	402,294	759,556	809,828	1,100,000	340,444	45%
Reserve for Future Expenditures	-	-	10,000,000	-	16,149,698	6,149,698	61%
Contingency	-	-	5,682,617	-	1,500,000	(4,182,617)	-74%
Total Expense	159,984	509,462	18,873,785	1,991,510	18,909,548	35,763	0.2%
Ending Fund Balance - Restricted				16,174,548		-	-
Revenues Less Expenses	13,970,288	16,172,059	-	-	-	-	

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 support eligible capital projects.

The adopted TSDC eligible project list is 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.

More than \$8 M in Countywide TSDC investments are programmed for eight county capital projects and new Community Road Fund projects between FY 22-23 – FY 25-26.

- 362 Paved Shoulders & Safety Improvements
- Arndt Road Extensions – Goal Exception & Engineering Study
- Bilquist Elementary School – Sidewalks
- Borland - Bike/Ped to Rolling Hills
- Canby-Marquam Hwy at Lone Elder Rd Intersection Improvements
- Duus Rd / Eagle Creek Rd Intersection, Relocation & Turn Lanes
- Stafford Rd (Pattulo Wy to Rosemont Rd) Improvements
- Welches Road

We have programmed an interim update of the existing methodology in FY 22-23, to incorporate projects identified as part of the Damascus Mobility Plan. A full update of the countywide TSDC methodology will take place after the Transportation System Plan is updated, and will include a review of the new tiered residential rates as part of the analysis.



Transportation Line of Business

HV Joint Subarea TSDCs

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,928,941	1,934,021	1,928,955	1,916,236	1,669,671	(259,284)	-13.4%
Charges, Fees, License, Permits, Fines, Assessments	5,215	4,112	3,900	9,270	15,750	11,850	303.8%
Operating Revenue	5,215	4,112	3,900	9,270	15,750	11,850	303.8%
Total Revenue	1,934,156	1,938,133	1,932,855	1,925,506	1,685,421	(247,434)	-12.8%
Materials and Services	135	135	250,135	82,435	140	(249,995)	-99.9%
Capital Outlay	-	12,930	-	173,400	300,100	300,100	-
Operating Expenditure	135	13,065	250,135	255,835	300,240	50,105	20.0%
Special Payments	-	8,832	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	885,181	885,181	-
Contingency	-	-	1,682,720	-	500,000	(1,182,720)	-70.3%
Total Expense	135	21,897	1,932,855	255,835	1,685,421	(247,434)	-12.8%
Ending Fund Balance - Restricted				1,669,671		-	-
Revenues Less Expenses	1,934,021	1,916,236	-	-	-	-	-

Significant Issues and Changes

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 (in the boundaries of I-205 / Highway 212 / SE 172nd / Multnomah County line).

In January 2018 the City and County Joint District area was discontinued, and the City and County each adopted their own plans for improvements within their jurisdictions. At this time, the remaining funds were split between the two agencies, based on the percentage of overall collections during the life of the district.

The Happy Valley Subarea TSDC program holds the county's share of the dedicated funding collected in the prior boundary of the Happy Valley Joint TSDC district. The funds, which are restricted by Oregon Revised Statutes, are being held for capacity adding transportation projects in the prior boundary of the Joint area.

The City of Happy Valley recently reached out to Clackamas County to explore a partnership on three different projects, which will exhaust the balance of funds held in this account.

- Pleasant Valley Village – Scouters Mountain Roundabout
- Sunnyside Road eastbound Turn Lane Extension @ 169th Avenue
- SE 172nd Avenue from Misty north.



Land Use & Permitting Line of Business

County Surveyor Program

Purpose Statement

The purpose 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 operating budget is \$1,192,606. With these resources the County Surveyor provides services within incorporated cities and for unincorporated areas within Clackamas County.

Customer inquiries remain high, with the Surveyor's Office expecting to address 3000 customer inquiries in FY 22-23. This increase reflects clients continuing to seek assistance in getting their subdivision plats, partition plats, condominium plats, property line adjustment surveys and boundary surveys filed in a timely manner, especially in cities where infill is occurring. Additionally, private property owners often seek assistance through emails, phone calls and specialized research services, and this requires more public service at our front counter and takes time away from reviews which allow cost recovery through fees. On average our staff facilitate 22 unpaid customer interactions for each single paid file that is taken in for review. The resources for this program support the creation and maintenance of permanent records as required by Oregon Revised Statutes, and this ratio reflects fulfillment of public service requests related to these library materials.

The County Surveyor's office is continuing to expand and refine their digital service options, as digital submittals reduce review time by eliminating the time required to mail submittals back to the customer. Digital submittals also allows for easier interface with other stakeholders who have also adopted digital services.

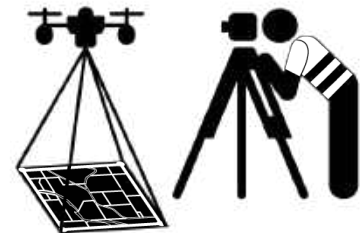
Staff within this program support economic development through the review and approval of subdivisions and plats. For FY 22-23 this work is expected to add approximately 1,400 lots and tracts to the county tax rolls. As the regional mix of development continues to change, depending on the economy it is projected there may be a slight decrease in subdivision and partition plats; however, condominiums plat submittals continue to increase each year with more infill in the cities within the County.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	# lots or parcels created through recording of subdivision or partition plat	1,187	1,086	1,408	309	1,400
Result	% of first review comments issued to plat surveyor within 45 calendar days of submittal	97%	90%	85%	91%	90%
Output	# subdivision and partition plats approved	143	114	151	47	120
Output	# Record of survey reviews/filings	236	222	285	145	250
Output	# customer inquiries	2,843	2,328	3,250	1,467	3,000

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 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance						-	-
Federal, State, Local, All Other Gifts & Donations	41,231	8,840	9,045	9,045	-	(9,045)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	634,398	578,778	612,000	548,950	675,460	63,460	10%
All Other Revenue Resources	1,155	873	1,000	500	500	(500)	-50%
Other Interfund Transfers	75,000	-	-	-	-	-	-
General Fund Support	439,647	438,779	506,518	421,327	516,646	10,128	2%
Operating Revenue	1,191,431	1,027,270	1,128,563	979,822	1,192,606	64,043	6%
Total Revenue	1,191,431	1,027,270	1,128,563	979,822	1,192,606	64,043	6%
<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>							
Personnel Services	881,619	734,893	841,608	675,599	932,206	90,598	11%
Materials and Services	276,171	283,266	286,955	304,223	260,400	(26,555)	-9%
Capital Outlay **	33,641	9,111	-	-	-	-	-
Operating Expenditure	1,191,431	1,027,270	1,128,563	979,822	1,192,606	64,043	6%
Total Expense	1,191,431	1,027,270	1,128,563	979,822	1,192,606	64,043	6%
Ending Fund Balance - Restricted							
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

- For FY 22-23 the County Surveyor will be developing a strategic plan to identify five year goals, including staffing resources. This plan will help the Surveyor's office plan for continued adoption of digital review systems, and create development pathways for staff.
- With the complexities of the current hiring market, especially for technical staff in the highly specialized survey field, the County Surveyor will continue work with HR to develop new recruitment pathways.
- While working with HR to fill a vacant Land Surveyor position, the County Surveyor has been performing more plat reviews, making more of his time chargeable to projects which is increasing programmatic revenues.
- As part of the FY 22-23 budget process the County Surveyor reviewed fees to be in alignment with the 100% cost recovery policy, and will be submitting a fee increase proposal to recover actual costs.



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 operating budget is \$17,085,164. These resources will provide the ability to respond to over 425,000 development inquiries from the community, which is a 35% decrease from the record high interactions in FY 20-21. This decrease reflects our improved online systems, and customers feeling more comfortable using digital services. DTD estimates permitting 6.35 million square feet of constructed improvements, with an estimated value of more than \$375 million. This value is lower than the \$385M of improvements constructed in FY 20-21, reflecting the continued market focus on tenant improvements and residential construction (rather than new large scale commercial/industrial) and the constraints due to supply chain delays, increasing material and labor costs.

In September 2021 Development Direct, our 24/7 online service for permitting and plan review, launched for acceptance and processing of Development Engineering and Building permits. Development Direct opening to the community signified the completion of Transportation & Development's strategic plan goal that "By 2021, electronic plan review (EPR) will be available for customers who submit commercial building permit applications, and a plan will be developed for EPR expansion to other permit application types." We plan to building upon the Development Direct platform by adding the Septic program to the system in 2022, and Land Use Planning in 2023. The Land Use Planning and Septic programs have included the cost of implementation in their FY 21-22 and FY 22-23 budget requests.

Building Codes, Land Use Planning, Septic & Onsite Wastewater and Development Engineering combine to make up this program, and staff in this program are on track to issue approximately 21,000 permits and will perform more than 54,000 inspections in the coming year. Permitting and inspection services support the needs of the community through the orderly development of property, an increase in housing alternatives, increased jobs from construction, and the resulting economic development.

The FY 22-23 budget marks a shift for the Code Enforcement Program. Code Enforcement staff provide enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state and local laws regarding land use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment. We are transitioning the program to an embedded model, with the staff becoming integrated into these three divisions. Switching to an embedded model eliminates the stand-alone Code Enforcement program, but not the services staff provide. Code Enforcement is estimated to investigate more than 3,000 enforcement cases in FY 22-23, which is a continuation of service levels.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	\$ value of constructed improvements permitted ¹	\$ 628,037,660	\$ 384,915,929	\$ 410,000,000	\$ 182,451,020	\$ 375,000,000
Result	# square feet constructed ²	5,979,495	6,799,728	6,458,102	2,927,061	6,350,000
Result	% of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal ⁵	88.9%	94%	90%	86%	90%
Result	% septic evaluations completed within 45 calendar days of application submittal ³	New measure -- added FY 20-21.	74%	75%	10%	60%
Result	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal	90%	82%	80%	68%	75%
Result	% new commercial, industrial and multi-family site development permits issued within 60 calendar days of application submittal ³	New measure -- added FY 20-21.	29%	40%	33%	40%
Result	# development related interactions (inspections/inquiries) provided	363,844	698,574	425,000	180,567	425,000
Output	# utility permits issued, requiring # hours of coordination ³	1868: 4398	1439 : 2770	1800 : 3500	932 : 1180	1800 : 3500

Key Performance Measures (Continued)

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	% code violations resolved within 150 days of initial complaint ¹	63%	61%	75%	34%	65%
Result	% violations investigated within twenty (20) business days ²	4%	91%	70%	77%	75%
Output	# cases that go to hearing	New measure -- added FY 20-21.	36	13	24	25
Output	# closed Neighborhood Livability Project cases		10	15	20	25
Demand	# of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related)	1278 (a total of 2,907 complaints were investigated)	949 (a total of 3,153 complaints were investigated)	825 (a total of 2,750 complaints were investigated)	507 (a total of 1,577 complaints were investigated)	900 (a total of 3,000 complaints were investigated)
Demand	# Neighborhood Livability Project cases	New measure -- added FY 20-21.	17	15	15	18

¹ Includes New Single Family Homes (Building Codes), Commercial & Multi-Family Design Reviews (Land Use Planning) and Site/Development Improvements (Engineering Development Review).

² Does not include Tenant Improvements; reduced by any existing square footage replaced (as input in the permitting system).

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was 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:**

State law requires counties to implement plans and ordinances to ensure development is consistent with local, regional, and state objectives to provide orderly development, planning and delivery of services, protection of the environment, and public safety. Building codes are mandatory state-wide. Clackamas County has assumed responsibility for the administration of building, electrical, plumbing, mechanical and other specialty codes within its jurisdiction. (ORS 215.197 & 455.020)

Shared Services:

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



Land Use, Development Review & Permitting Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	10,921,470	11,386,045	12,023,873	11,090,588	11,436,644	(587,229)	-4.9%
Federal, State, Local, All Other Gifts & Donations	1,028,959	1,321,858	1,692,703	1,585,736	1,771,876	79,173	4.7%
Charges, Fees, License, Permits, Fines, Assessments	11,254,860	10,976,867	11,120,754	10,423,402	10,861,140	(259,614)	-2.3%
Revenue from Bonds & Other Debts	33,892	-	8,500	4,250	4,433	(4,067)	-47.8%
All Other Revenue Resources	251,797	202,594	488,902	253,308	286,490	-	-
Other Interfund Transfers	1,990,753	1,519,736	-	161,039	131,830	131,830	-
General Fund Support ***	-	-	2,344,736	2,344,737	2,391,633	46,897	2.0%
Operating Revenue	14,560,261	14,021,055	15,655,595	14,772,470	15,447,402	(208,193)	-1.3%
Total Revenue	25,481,731	25,407,100	27,679,468	25,863,058	26,884,046	(795,422)	-2.9%
<i>* Includes Road Fund support for the Engineering Development Review function.</i>							
<i>*** Fluctuations in FY 19-20 & FY 21-22 include a reallocation between the land use and long range planning.</i>							
Personnel Services	9,673,345	10,010,237	11,307,322	9,379,237	12,448,209	1,140,887	10.1%
Materials and Services	4,346,720	4,425,626	4,765,965	4,820,110	4,383,125	(382,840)	-8.0%
Capital Outlay	622	562,140	484,600	171,180	253,830	(230,770)	-47.6%
Operating Expenditure	14,020,687	14,998,003	16,557,887	14,370,526	17,085,164	527,277	3.2%
Transfers	75,000	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	4,828,221	-	8,451,369	3,623,148	75.0%
Contingency	-	-	6,293,360	-	1,347,513	(4,945,847)	-78.6%
Total Expense	14,095,687	14,998,003	27,679,468	14,370,526	26,884,046	(795,422)	-2.9%
Ending Fund Balance - Restricted				11,492,532			
Revenues Less Expenses	11,386,045	10,409,097	-	-	-	-	-

Significant Issues and Changes

• In 2021 the Building Codes Division, trained for and implemented the Development Direct permit application and plan review software. The training took significant time and effort in order for a successful launch in September. The Building Division also experienced several staffing shortages due to retirements and other factors. With the lack of staffing and training schedules affecting our day to day work, the Division still managed to permit more than \$375 million dollars in construction improvements. Staff also worked to scan old paper permits and documents to have them available to the public and staff in a digital format.

• Land Use Planning continued conversion of property information files from paper to digital, and is nearing completion of an effort to transition the official zoning maps from mylar to GIS-based PDFs; adding efficiency for staff and customers. Additionally, a project to refine the pre-application conference process concluded with the development of new templates for conference invites, preliminary research guidelines, and a written conference summary for the applicant. These changes add value for customers and ensure consistency among staff. As part of implementation of Development Direct, Land Use Planning re-designed its process for the review of building permits for land use compliance. Finally, the program increased efforts to cross-train planners to process different types of land use applications. In addition to providing needed back-up for staffing shortages, this improves customer service by building staff capacity to respond to a wider range of questions from the public.

In order to sustain ongoing reductions in General Fund support and fees that have not kept up with the increasing staffing costs, vacancies in this program have not been filled; but Personnel Services still make up 66.5% of the operating budget, and the planning program is now at minimum staffing. With statutory timelines for processing land use permits, this has placed a high burden on remaining staff to process applications within the guidelines set by state law. All while trying to meet the requirements of staffing a full-time public service lobby and prioritizing and encouraging broad community engagement. With the use of overtime, we have been able to manage the workload with fewer FTE, but in the event we are unable to meet these requirements (due to illness, a surge of applications, or another unforeseen circumstance), this could leave the county exposed to a potential claim.

• The Development Engineering program implemented the Development Direct system allowing for 100% electronic application submittal, plan review, and permit issuance. This allows for 24/7 customer submittals. Development Engineering issued 2,447 permits in the past year, and has taken measures to ensure increasing completion of roadway improvements associated with development sureties.

• The Onsite Wastewater (Septic) program weathered several staffing challenges this year, with one long time team member retiring, a replacement member being hired and trained, and losing another team member for several weeks during the summer construction season. Despite these challenges, program staff are again on track for FY 21-22 to review over 700 permit applications, over 300 applications for Authorization Notices or Existing System Verifications, and conduct over 400 Site Evaluations in the field. This work is in addition to the review of both Planning and Building projects on properties not served by a municipal sewer system.

• Embedding the code enforcement program in the supporting programs in FY 22-23 did not result in a cost savings; this allowed Code Enforcement to return their General Fund support without a reduction in service levels. This transition will cost DTD programs more the first two years, until the allocated costs are reduced. At that time, we will be closer to breaking even without the General Fund support that the Code Enforcement program received previously.



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CLACKAMAS
COUNTY



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 operating budget is \$4,127,620, an increase of our current funding level. The increase in the funding level is directly tied to funding that has been received for the Sunrise Gateway Community Visioning Project. These resources provide residents, businesses, local, regional and state partners, as well as County decision-makers with the opportunity to participate, review, discuss, comment and guide recommendations on long range planning projects. In addition to support of regional coordination and analysis, the following projects will be underway between July 1, 2022 and June 30, 2023.

Sunrise Gateway Community Visioning Project

- In support of the Board's goal that "By 2024, funding for the next phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, regional and local funding sources," commence work on the Sunrise Gateway Community Visioning Project. This project will initiate robust community engagement and the production of an equitable development plan for this corridor. This plan will guide future transportation, housing, and other investments in the coming years. To support this work, we are receiving \$4 million in funds over the next 2 years to hire a consultant for this project.

Land Use Projects:

- Land Use Housing Strategies Project – Phase 3 addresses remaining items related to the recommendations from the housing task force focused on identifying actions to add housing to schools, places of worship, transferable development rights, preservation of manufactured dwellings, new housing unit types and transitional housing. In addition, clear and objective standards will be addressed.
- Economic Opportunity Activation - Receiving direction from the BCC on next steps to address Economic Opportunity Activation. At this time, no additional funding has been identified for this project.
- Luscher Farm – Integrate work completed by Lake Oswego into County's Comprehensive Plan.
- Minor and Time Sensitive ZDO Amendments – These amendments will be presented for action to the Planning Commission and the Board of County Commissioners, as needed.
- ZDO Audit - The final phase of this project is focusing on special districts and development standards.

Transportation Projects:

- Bike-Walk Clackamas Plan – This work will be an update to the Pedestrian and Bikeway Plans.
- Transportation System Plan - An update of the Transportation System Plan will start at the beginning of 2023.
- Emergency / Disaster Transportation Plan - Finalize Transportation Emergency / Disaster Transportation Plan, a plan to identify County approach for infrastructure inspections after an earthquake.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	% of the adopted work program completed within the planned year ¹	13%	73%	45%	4%	45%
Result	By 2025, complete 1,005 of ADA ramp retrofits, as outlined in the adopted ADA Transition Plan ²	New measure -- added FY 20-21	58	270	0	100

¹ Beginning FY 2020/2021 we are measuring the % of projects completed within the planned year. Previously we were measuring the % of projects completed annually.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was 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="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).

Shared Services:

Land Use permitting, building permits and inspections and land use planning and coordination are State/County shared services.

Grant Funding:

The Long Range Planning Program includes several projects that are supported through grant funding.



Land Use & Permitting Line of Business

Long-Range Planning Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	797,571	1,209,826	682,339	302,866	216,933	(465,406)	-68.2%
Federal, State, Local, All Other Gifts & Donations	1,286,608	989,871	1,213,101	1,167,380	3,325,617	2,112,516	174.1%
Charges, Fees, License, Permits, Fines, Assessments	433,615	25,860	525,000	385,500	383,730	(141,270)	-26.9%
All Other Revenue Resources	-	3,709	-	-	-	-	-
Other Interfund Transfers	748,737	657,196	-	-	-	-	-
General Fund Support **	-	-	207,196	207,196	211,340	4,144	2.0%
Operating Revenue	2,468,960	1,676,636	1,945,297	1,760,076	3,920,687	1,975,390	101.5%
Total Revenue	3,266,531	2,886,462	2,627,636	2,062,942	4,137,620	1,509,984	57.5%
<i>* Includes Road Fund support for the Long Range Transportation Planning function.</i>							
<i>** Increases in FY 19-20 & FY 21-22 reflect a reallocation between the land use and long range planning.</i>							
Personnel Services	1,281,086	1,407,243	1,461,482	1,294,836	1,539,550	78,068	5.3%
Materials and Services	775,619	493,882	771,023	629,493	2,588,070	1,817,047	235.7%
Operating Expenditure	2,056,705	1,901,125	2,232,505	1,924,329	4,127,620	1,895,115	84.9%
Special Payments	-	-	-	30,000	-	-	-
Contingency	-	-	395,131	-	10,000	(385,131)	-97.5%
Total Expense	2,056,705	1,901,125	2,627,636	1,954,329	4,137,620	1,509,984	57.5%
Ending Fund Balance - Restricted				108,613		-	-
Revenues Less Expenses	1,209,826	985,337	-	-	-	-	-

Significant Issues and Changes

- For FY 2022/2023 the primary resources of the land use Long-Range Planning work program will be focused on finishing the multi-phased Land Use Housing Strategies Project. With the completion of Phase 1 and Phase 2, the focus will be on the final recommendations remaining from the Housing Affordability and Homelessness Task Force and incorporation of statutorily required rules related to clear and objective standards.
- Based upon adoption of Phase 1 and Phase 2 of the Land Use Housing Strategies Project, early in FY 22-23, the BCC will receive an update on the Long Range Planning Work Program, which may influence priority projects worked on during the upcoming year.
- The DTD Regional Coordination position focuses on regional issues and coordinating with other jurisdictional partners, which strengthens the ability to engage on issues such as I-205 tolling, implementing the Sunrise Gateway Corridor Community Visioning Project, representation at regional discussions, and communication with the Board of County Commissioners.



Land Use & Permitting Line of Business

Public Land Corner Program

Purpose Statement

The purpose of the Public Land Corner program is to provide corner restoration and preservation services to landowners, other agencies, utilities 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 operating budget is \$1,066,914. These resources support maintenance of more than 6,400 public land corners that are under the Clackamas County's responsibility. The boundary of all lands privately or publicly owned within the state are affected by Public Land Corners, so it is imperative that they be maintained in the most prudent manner. Clackamas County receives dedicated funding for this purpose and this program allows us to be accountable for this work.

The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property.

We continue to see a steady increase in requests for Public Land Corners to be restored or maintained, and expect the demand to be the same for FY 22-23. As the County continues growing, the amount of time spent preserving corners has increased due to land development, road improvement projects throughout the County, infrastructure improvements, and private owners developing or utilizing more of their land.

In FY 21-22 we were unable to meet the goal of restoring 60 corners, but 44 corners were updated and another 15 corners were visited that did not require the filing of a new updated map. With limited staffing levels and resources, some of the corners have not been visited in over 40 years; and in a jurisdiction as large and geographically diverse as Clackamas County, it is a challenge to visit each corner on a 10 year rotation. As easily accessed corners have been restored, this leaves a higher number of corners that are in locations which are difficult to reach and are farther away from the office. These impacts of both staffing and access lead to the new target of 30 corners for FY 22-23.

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

Key Performance Measures

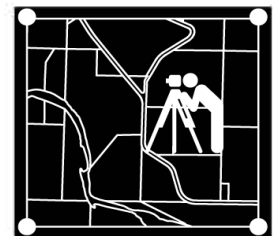
		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	# of the total 6,400 corners, identified as part of the annual work program, were restored	59	23	60	10	30
Result	% of corners set within seven (7) business days of County Surveyor approval	65%	92%	90%	100%	90%
Output	# corner restorations completed	59	21	50	10	30
Output	# corner maps filed	59	23	50	10	30

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.



Land Use & Permitting Line of Business

Public Land Corner Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	944,614	1,049,673	1,458,284	1,508,968	1,507,328	49,044	3.4%
Federal, State, Local, All Other Gifts & Donations	14,104	7,655	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	819,703	1,137,332	1,117,421	875,000	875,000	(242,421)	-21.7%
Revenue from Bonds & Other Debts	2,138	7,756	-	-	-	-	-
All Other Revenue Resources	17,624	13,135	15,000	912	-	(15,000)	-100.0%
Operating Revenue	853,569	1,165,878	1,132,421	875,912	875,000	(257,421)	-22.7%
Total Revenue	1,798,183	2,215,551	2,590,705	2,384,880	2,382,328	(208,377)	-8.0%
Personnel Services	591,479	541,720	855,254	700,358	838,404	(16,850)	-2.0%
Materials and Services	157,032	164,862	173,965	166,694	228,510	54,545	31.4%
Capital Outlay	-	-	15,000	10,500	-	(15,000)	-100.0%
Operating Expenditure	748,510	706,582	1,044,219	877,552	1,066,914	22,695	2.2%
Reserve for Future Expenditures	-	-	275,000	-	1,040,414	-	-
Contingency	-	-	1,271,486	-	275,000	-	-
Total Expense	748,510	706,582	2,590,705	877,552	2,382,328	22,695	-8.0%
Ending Fund Balance - Restricted				1,507,328		-	-
Revenues Less Expenses	1,049,673	1,508,968	-	-	-	-	

Significant Issues and Changes

- 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.
- The Public Land Corner fund received a substantial increase in FY 21-22 due to the record number of recordings at the County Clerk office. This helped to build the reserve fund to ensure the future of the program, and to provide revenue for the years when received revenues do not cover costs.
- In FY 21-22 Public Land Corner purchased a surplus side-by-side off-road vehicle from Business and Community Services (with assistance from Fleet Services). Purchasing a surplus vehicle, in lieu of a new one, saved the PLC program approximately \$5,000. Having this new side-by-side will assist staff in visiting and maintaining corners that are difficult to reach using a conventional truck, and will reduce the time and cost in accessing remote and hard to reach corners.



Land Use & Permitting Line of Business

Revenue Collected on Behalf of Other Agencies

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assets	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Operating Revenue	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Total Revenue	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Special Payments	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Total Expense	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Ending Fund Balance - Restricted							
Revenues Less Expenses	-	-	-	-	-	-	

Significant Issues and Changes

Oregon Budget Law defines Special Payments as the payment of taxes, fees or charges collected by one entity and then made to another organization on a pass-through basis. Many programs in Transportation & Development collect fees on behalf of another agency. The collection and payment of those fees will be budgeted in this program. These pass-through fees include:

BUILDING CODES

- Building Permit Surcharges/Fees. Permits are issued any time a construction activity under the state building code is authorized and will be inspected. Municipalities must collect and remit surcharges either monthly or quarterly depending jurisdiction population.
- Metro Surcharge. Metro assesses an excise tax on construction permits throughout the Portland region to fund land use planning to make land ready for development throughout the region. The tax is assessed at 12% of the value of the improvements for which a permit is sought, unless the project is exempted from the tax.
- School Construction Excise Tax. Since May 2007, the State of Oregon has allowed school districts to impose a construction excise tax on projects that result in a new structure or additional square footage to an existing structure. Clackamas County administers this tax for some cities and the unincorporated areas in the participating school districts in the County.
- City Permits. Clackamas County Building Codes program acts as the building codes administrator for permits issued in the City of Canby; and administers the electrical permitting program for the City of Happy Valley. Our agreement with these cities results in collecting permit fees during the issuance of the permits, and remitting a portion of that revenue back to the city.

SEPTIC

- DEQ Surcharge. Department of Environmental Quality (DEQ) assesses a \$100 surcharge on specific septic permits issued through the local agency. Our local septic program is acts as an agent for DEQ, issuing permits on their behalf which facilitates shorter permitting timelines.

PLANNING

- City Permits. Clackamas County Planning performs land use planning for the City of Gladstone. Our agreement with the city results in collecting land use application and permit fees during application submittal or permit issuance, and remitting that revenue back to the city. We then bill the city by the hour for services performed.

SUSTAINABILITY

- Franchise Fees. Clackamas County performs required recycling and waste reduction education and outreach, and franchise administration services, on behalf of the City of Happy Valley, which has also adopted the County's solid waste code. The County collects franchise fees on behalf of the City. Under the IGA, the county retains a portion of the franchise fees collected in that area for services rendered, and remits the remaining revenue back to the city.

TRANSPORTATION SYSTEM DEVELOPMENT CHARGES (TSDC)

- Installment Plans. Upon dissolving the Happy Valley Joint TSDC District on January 1, 2018, 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. Installment plan proceeds collected on plans in place at the time of dissolution continue to be split between the City of Happy Valley and Clackamas County, based on this distribution formula.

TRAFFIC SAFETY

- Oregon Commerce and Compliance Division, Commercial Vehicle Trip Permits. Clackamas County serves as a third party agent for this division of Oregon Department of Transportation and issues five main types of commercial vehicle permits including Continuous Operating Variance Permits (COVP), Continuous Trip Permits, Single Trip Permits, County only permits and Extraordinary Move permits. The county collects permit fees during the issuance of the permits, and remits a portion back to the state.



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CLACKAMAS
COUNTY



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 operating budget is \$2,724,393. These resources support staff and the operation and maintenance of a field services program and dog shelter which on average will temporarily house 450 dogs over the course of the year, of which at least 85% will be saved (300 returned to the owner, 50 selected for rescue placement, and 50 adopted). The 15% that are not saved reflect the dogs that are too ill, or not safe for placement, which is a needed and sometimes overlooked service for our community.

The staff and facility serve both the dog owning and non-dog owning population of incorporated and unincorporated Clackamas County by resolving 1,500 cases investigated by dog services officers to help ensure safe, livable communities and the licensing of 25,000 dogs, which prevents disease and helps financially support the dog services program. Phone and lobby services are available 6 days per week, providing over 40 service hours per week to process the 24,000 - 34,000 customers' phone calls, emails and lost/found correspondence each year. The shelter is also available 24/7 for intake from law enforcement and staff are onsite 7 days per week to provide daily animal care. Achieving the program targets will reunite the public with lost dogs, provide people with the companionship of a well-matched adoption resulting in a 15% or less adoption return rate, protect the public from unsafe dogs and dogs running loose, and maintain preparedness for disaster response related to animals as required by the federal PETS act.

- During recent years, the impacts of COVID had temporarily reduced the population of dogs entering shelters in our region. Shelter populations are now increasing and so is the demand for shelter services in our community.
- Dog license totals in Clackamas County remain above reported national average for licensing compliance and gaining additional compliance is a heavy staff investment, resulting in a steady license increase with an increase in revenue.
- Dog services is an active member of the regional multi agency coordination group for animals in disaster preparedness. This coordinated group stands ready to assist the region in the event of a disaster.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	By 2023, there will be 30,000 active dog licenses ¹	23,100	23,662	27,000	23,897	25,000
Result	% dogs saved (return to owner, adopted or rescued) ²	86%	89%	85%	86%	85%
Result	Fewer than 6% of adopted dogs returned to Dog Services within 90-days. ⁴	3%	0%	6%	17%	15%
Output	# adopted dogs ³	72	0	80	24	50
Output	# of dogs returned to owners	384	208	230	163	300
Demand	# dog complaint cases ³	1,337	1,135	1,500	773	1,500
Demand	# citations issued	New measure.	134	1,000	333	800
Demand	# dogs taken in to the shelter	419	317	700	253	450

¹ Beginning FY 2020/2021 this was modified to achieve 30,000 licenses by 2023; previously we were hoping to reach 29,000 licenses by 2020. Adjusted for 2022/23 to reflect an increase of 1,000 licenses/yr with dedicated compliance efforts.

² This number is affected by the increase in the number of dogs that are not medically and behaviorally sound and by the availability of adopters and rescues with the resources to successfully accept these dogs.

³ Post FY 2019-20 this total includes an increase of appx 500 in cases of dog owners who did not voluntarily comply with licensing after rabies information was reported to the county.

⁴ The higher target reflects the increase in placement of dogs in adoptive homes when rescues that would specifically fit the needs of particular dogs are not available. The adoptive placements are not always as successful as rescue placement, but are an alternative to euthanasia for some dogs.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



Explanation

Mandated Services:

As delegated by the health authority, the Dog Services Program is mandated by the State of Oregon to verify rabies vaccination for all dogs in the County (ORS 433.365), respond to incidents of dog bites (ORS 433.345) and when the county establishes a dog control district per ORS 609.030 the governing body may enforce dog control laws within the county and provide for the appointment of dog control officers. In a county with a dog control program the governing body shall determine a dog license fee and issue licenses as per ORS 609.100. ORS 401.977 establishes the requirement to develop animal emergency plans and the federal PETS act of 2006 requires state and local emergency preparedness plans for household pets following major disasters and emergencies.

Grant Funding:

The Dog Sheltering Program receives grant funding from the Clackamas Dogs Foundation. This grant opportunity does not have a length or deadline and does not require any match.



Dog Services Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,312,422	1,281,828	755,381	843,883	693,349	(62,032)	-8.2%
Federal, State, Local, All Other Gifts & Donations	48,211	24,439	25,149	23,149	-	(25,149)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	660,433	643,178	635,210	638,800	692,500	57,290	9.0%
Revenue from Bonds & Other Debts	-	-	3,000	-	-	(3,000)	-100.0%
All Other Revenue Resources	34,541	35,292	19,148	17,407	16,750	(2,398)	-12.5%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,708,721	1,438,539	1,595,517	1,595,518	1,627,428	31,911	2.0%
Operating Revenue	2,451,906	2,141,448	2,278,024	2,274,874	2,336,678	58,654	2.6%
Total Revenue	3,764,328	3,423,276	3,033,405	3,118,757	3,030,027	(3,378)	-0.1%
Personnel Services	1,710,537	1,761,443	1,858,792	1,632,855	1,697,996	(160,796)	-8.7%
Materials and Services	771,963	804,867	869,383	787,553	1,026,397	157,014	18.1%
Capital Outlay	-	13,084	5,000	5,000	-	(5,000)	-100.0%
Operating Expenditure	2,482,500	2,579,393	2,733,175	2,425,408	2,724,393	(8,782)	-0.3%
Contingency	-	-	300,230	-	305,634	5,404	1.8%
Total Expense	2,482,500	2,579,393	3,033,405	2,425,408	3,030,027	(3,378)	-0.1%
Ending Fund Balance - Restricted				693,349		-	-
Revenues Less Expenses	1,281,828	843,883	-	-	-	-	

Significant Issues and Changes

This budget includes the reduction of 2.5 FTE due to general fund and licensing revenues not increasing as quickly as program expenses. With Personnel Services still making up 62% of the Dog Services operating budget in FY 2022/2023; opportunities for program reductions in other areas have been exhausted. Over the past 2 years, staffing reductions have already resulted in less "in person" officer field response, less staff to dedicate to licensing efforts resulting in slower license revenue gain and the elimination of most owner surrender acceptance of dogs.

As a result of the proposed cuts this year, Dog Services will reduce public service to Monday-Friday (currently Monday-Saturday), and close to the public for all County-recognized holidays. Services will be narrowed to focus on mandated services and the public will continue to experience referral to other agencies for the rehoming of owned dogs (no county acceptance of owner surrendered dogs). The reduction of county resources to provide dedicated assessment and training resources to stray dogs prior to adoption/placement may result in an increase in adoption returns.

- Veterinary practices continue to be overwhelmed due to staffing shortages and additional clinics have been forced to discontinue license sales. Despite this challenge, the dedicated efforts of staff have steadily increased license totals.
- The implementation of a new postmaster system will send email notifications to customers for license reminders which will reduce contract printing and postage costs and will make licensing easier for customers.
- Dog Services receives project support from the Clackamas Dogs Foundation. The Foundation funds services beyond what the county budgets for to increase dog welfare in Clackamas County and add value to the work done by the shelter. Most significantly, the CDF historically funds \$12,000 - \$20,000 annually for more advanced emergency medical treatment and diagnostics, which saves dogs from



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 (S&SW) Program has an operating budget of \$3,061,397, a minor decrease of current resources. This includes the continuation of \$45,000 in support for the Dump Stoppers program. As a result of these resources:

- The county will continue supporting disaster recovery; including the debris team and debris manager coordinating work with ODOT in cleaning up after the 2020 wildfires, and continued support to the public health EOC with business liaison duties.
- More than 59,000 residential and business customers will receive an estimated 7.2 million pickups of garbage, recycling, and yard debris in unincorporated County and Happy Valley.
- Approximately 150,000 households and 11,000 businesses will receive information and education on garbage, recycling and waste reduction topics.
- An estimated 800 businesses, 100 schools, 300 multifamily communities and 40 events will receive technical assistance and support. (The COVID-19 pandemic has continued to impact in-person technical assistance, outreach and education.)
- Food-waste generating businesses will receive support to adoption food scraps collection.
- Coordination will continue with PGA and other departments in the development of a climate plan for the County to eliminate our net carbon emissions by 2050.
- Proposed developments will receive design review services for garbage and recycling enclosures.
- Our community will receive code enforcement services, with code enforcement staff transitioning to embedded positions in the S&SW program (S&SW covering 43% of program costs).
- Customers will be able to continue using the Sandy Transfer Station.
- Ongoing development of policy and programs in alignment with the Regional Waste Plan.
- The county will see continual improvements to its preparedness for disaster debris, and will support regional planning.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Results	% curbside collection recovery rate (# tons recycled / # tons disposed)	30%	31%	35%	38%	35%
Results	% schools certified as Oregon Green Schools	32%	32%	25%	30%	25%
Results	% county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO) ¹	New measure -- added FY 20-21.	8%	10%	6%	10%
Output	# customer consultations provided ²	1,963	964	1,250	596	1,200
Output	# hours of community education provided by # volunteer Master Recyclers ¹	631 : 60	117 : 8	900 : 60	516 : 25	900 : 50
Output	# tons of disposal from # customers at Sandy Transfer Station	6,728 : 32,130	7,529 : 41,625	6,400 : 30,000	2,828 : 19,939	6,000 : 40,000
Output	# garbage and recycling pick-ups provided.	7,135,824	6,601,868	8,200,000	Data not available.	7,000,000

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² Consultations differ from interactions, as they are scheduled on-site consultations with customers. Business consultations are now being counted more comprehensively and can take place in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family, schools, etc.).

Program includes:

Mandated Services	<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 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,741,888	1,918,968	1,386,484	1,626,570	1,811,513	425,029	30.7%
Federal, State, Local, All Other Gifts & Donations	684,610	649,301	546,142	552,064	588,630	42,488	7.8%
Charges, Fees, License, Permits, Fines, Assessments	10,357	14,920	10,096	9,896	11,600	1,504	14.9%
Revenue from Bonds & Other Debts	3,623	2,453	-	-	-	-	-
All Other Revenue Resources	1,895,340	1,975,258	1,947,276	1,959,975	2,084,800	137,524	7.1%
Operating Revenue	2,593,930	2,641,932	2,503,514	2,521,935	2,685,030	181,516	7.3%
Total Revenue	4,335,818	4,560,900	3,889,998	4,148,505	4,496,543	606,545	15.6%
Personnel Services	1,346,830	1,412,024	1,593,970	1,313,340	2,130,197	536,227	33.6%
Materials and Services	868,441	1,084,335	1,221,199	1,184,691	931,200	(289,999)	-23.7%
Capital Outlay	156,618	92,972	-	-	-	-	-
Operating Expenditure	2,371,889	2,589,330	2,815,169	2,498,031	3,061,397	246,228	8.7%
Transfers	45,000	345,000	45,000	-	-	(45,000)	-100.0%
Reserve for Future Expenditures	-	-	679,829	-	1,085,146	405,317	59.6%
Contingency	-	-	350,000	-	350,000	-	-
<i>* Dump Stoppers program support is reflected in the Transfers category.</i>							
Total Expense	2,416,889	2,934,330	3,889,998	2,498,031	4,496,543	606,545	15.6%
Ending Fund Balance - Restricted				1,650,474		-	-
Revenues Less Expenses	1,918,929	1,626,570	-	-	-	-	-

Significant Issues and Changes

Priorities in FY 22-23 include:

- Continued implementation of at least four new projects under the 2030 Regional Waste Plan including multifamily service improvements, identifying options for a more inclusive Solid Waste Commission, and exploring feasibility and options for a low-income rate for garbage and recycling.
- Representing Clackamas County values during Metro regional conversations and policy making.
- Advancing disaster debris planning work including updates to disaster debris plan, and identifying and/or pre-clearing debris sites.
- Using the climate action plan process to establish a more thorough understanding of the opportunities to improve the County's economy and environment by shifting to carbon-neutral approaches to energy use, farming, forestry, and transportation.
- Following a 2-year extension due to the COVID-19 pandemic and a revised implementation plan, implementation of commercial food scrap collection requirements will be underway. This effort will divert thousands of tons of valuable food waste away from landfills and into compost and renewable energy. Ongoing collaboration with food pantries and a feasibility study may yield a new proposal to support and strengthen food donation systems in the County.
- Improving county operations: Continuing the Strategic Energy Management framework that saved the County \$3.9 million dollars in reduced energy costs between 2007 and 2016. Partnering with Fleet Services to identify implementation options following the recently completed concept report for EV transitions in Fleet, and with Facilities on expanding charging options.



Business & Community Services

FY 22-23 BUDGET PRESENTATION

SARAH ECKMAN, INTERIM DIRECTOR
EILEEN STEIN, INTERIM DEPUTY DIRECTOR



2021 Major Accomplishments

AREA	DESCRIPTION
BCS Administration/Financial Management & Planning	<ul style="list-style-type: none"> • Implemented new Performance Clackamas goals. • Provided significant support for financial management and tracking of CARES funding and FEMA reimbursement activities related to 2020 wildfires and ice storm.
Economic Development	<ul style="list-style-type: none"> • Received 2021 National Association of Counties (NACo) achievement award for COVID-19 Business Support Program: No Small Business Left Behind. • Collaborated with Micro Enterprise Services of Oregon (MESO) to distribute more than \$8,700,000 in grants to businesses in Clackamas County. • Parted with seven local chambers of commerce to provide six Business Recovery Centers (BRCs). • Partnered with MESO to provide technical assistance to up to 45 businesses per year.
County Fair & Rodeo/Event Center	<ul style="list-style-type: none"> • 114th Clackamas County Fair & Rodeo welcomed 49,269 paid attendees. Rodeo sold out Thursday, Friday and Saturday. • Held many successful events including, Halloween haunted house, Christmas light festival, Christmas and Spring bazaar, gun show and Master Gardner's spring garden fair. • Awarded \$4.79 million in ARPA funds for multipurpose building and RV Park.
Property Resources	<ul style="list-style-type: none"> • Managed properties received through recent foreclosure, ensuring they are cleaned up and ready for auction in FY22/23.
Library Support Services	<ul style="list-style-type: none"> • Replaced aging and critical firewall software and hardware: <ul style="list-style-type: none"> • Cost savings to the County of over \$200,000 • Aligns with the County's strategic priority to build strong infrastructure • Significantly reduces the change of unauthorized access/downtime for the online library catalog • Designed to handle the high volume of data going in and out of the libraries • Provided critical support as all libraries in the County reopened for full services. • Coordinated the review of all print materials owned by the 13 public libraries in the County through a tool called a "diversity audit" where all titles were compared to a professionally curated list of diverse/inclusive books.

2021 Major Accomplishments

AREA	DESCRIPTION
Oak Lodge & Gladstone Libraries	<ul style="list-style-type: none"> • Take and Make kids' craft kids were extended past Summer Ready 2020-2021 and continue to be available on a monthly basis. • Collaborated with the Friends of the Gladstone Nature Park and the Gladstone Library Foundation to conceptualize a "StoryWalk®" in the park. • Both communities remain fully engaged in task force work to discuss and review their new library building designs and make formal recommendations.
County Parks	<ul style="list-style-type: none"> • In a challenging year, with reduced seasonal staffing levels, County Parks continued to provide clean, safe and healthy outdoor recreation. • Secured grants to assist with the costs of repaving Barton East RV campground and replacement docks at Boones Ferry Marina. • Partnered with NW College of Construction to provide student learning opportunities while accomplishing needed concrete, carpentry and heavy equipment projects. • Started receiving visitation data from the car counters installed at park locations, allowing staff to GPS map park utilities and infrastructure to create operations and maintenance manuals for each park.
Forestry	<ul style="list-style-type: none"> • Completed a successful harvest of over 400,000 board feet of timber from 40 acres of forest land damaged in the 2020 wildfires. • Replanted more than 30,000 trees on 4 forest parcels, restoring and preparing those sites for long-term sustained harvest. • Partnered with Transportation Maintenance on a replanting project at the Barton Stockpile and with Water Environment Services for tree removal at the Hoodland Water Treatment Plant. • Cleaned up more than 40 illegal dump sites on forestlands resulting in approx. 43,000 lbs. of solid waste taken to the transfer station.
Stone Creek Golf Club	<ul style="list-style-type: none"> • Completed netting and pole replacement project from ice storm damage in 2001. • Golfing rounds were up from years past, and many new golfers are coming to Stone Creek. • Created a new app so patrons can book and pay online for their tee time.

Performance Clackamas Strategic Results

Line of Business/Program	BCS Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY22-23 Target
BCS Administration/Financial Management & Analysis	% of program that have their contingency funds fully funded at 10%	100%	80%	100%	80%
County Fair & Rodeo Event Center	% of available event spaces utilized	52%	80%	85%	85%
Economic Development	\$ invested by businesses in enterprise zone	\$0	\$9,000,000	\$0	\$5,000,000
Oak Lodge Library/ Gladstone Library	% materials circulated at least once per year	51%	80%	80%	80%
Library Support Services	% time the library catalog is operational	99%	99%	99.76%	99%

Performance Clackamas Strategic Results

Line of Business/Program	BCS Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY22-23 Target
County Parks	% of survey respondents who report that the County park they visited is clean and safe	98%	90%	98%	90%
Stone Creek Golf Club	% of available golf rounds being filled during playable golf days	70%	70%	70%	70%
Forestry	\$ (net) earned from timber sales	NEW	\$280,000	\$280,000	\$280,000
Property Disposition	% held for resale foreclosed properties that are repurposed for public benefit or returned to the tax rolls	9%	20%	20%	20%

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds (\$ millions)	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Fair & Event Center	County Fair & Rodeo	\$5.0M	0%	76%	State/County	5%	50%
Fair & Event Center	County Events Center	\$1.0M	0%	37%	State/County	5%	0%
Economic Development	Economic Development	\$7.3M	0%	100%	State	100%	25%
Economic Development	Land Bank Authority	\$0.7M	0%	100%	State	100%	N/A
Library	Library Support Services	\$6.4M	100%	100%	IGA	100%	50%
Library	Oak Lodge Library	\$14.9M	0%	100%	IGA	100%	33%
Library	Gladstone Library	\$6.5M	0%	100%	IGA	100%	0%
County Parks & Golf	County Parks	\$3.1M	7%	35%	None	100%	33%
County Parks & Golf	Stone Creek Golf Club	\$4.5M	0%	0%	None	5%	0%
Assets	Forestry	\$5.6M	0%	1%	Fed/State	100%	100%
Assets	Property Disposition	\$2.6M	0%	100%	State/County	100%	0%



Business and Community Services (50/65)

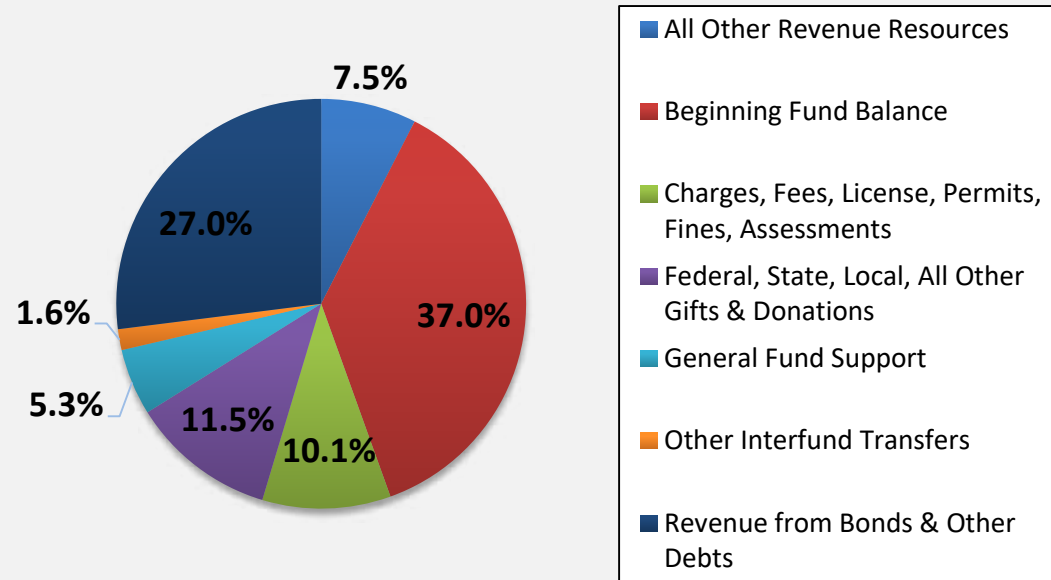
Department Budget Summary by Fund

Line of Business		FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23
Program	Prog #	FTE	County Fair Fund (201)	Lottery Fund (208)	Library Fund Fund (212)	Property Resources Fund (218)	ARPA Fund (230)	Parks & Forestry Fund (257)	Stone Creek Golf Course Fund (601)	Total Budget	General Fund Support in Budget**
BCS Administration											
Office of the Director	500101	3.1	-	737,444	-	-	-	-	-	737,444	-
Financial Management & Analysis	500102	2.8	-	839,262	-	-	-	-	-	839,262	-
Fair & Event Center											
County Event Center	500402	-	962,469	-	-	-	-	-	-	962,469	-
County Fair & Rodeo	500403	-	4,993,258	-	-	-	-	-	-	4,993,258	-
Economic Development											
Economic Development	650202	4.4	-	3,616,183	-	-	3,650,000	-	-	7,266,183	-
Land Bank Authority	650203	1.5	-	700,000	-	-	-	-	-	700,000	-
Library											
Library Support Services	500504	12.0	-	-	6,376,842	-	-	-	-	6,376,842	2,906,620
Oak Lodge Library	500505	5.4	-	-	14,887,189	-	-	-	-	14,887,189	-
Gladstone Library	500502	4.7	-	-	6,522,774	-	-	-	-	6,522,774	-
County Parks and Golf											
Stone Creek Golf Club	500303	-	-	-	-	-	-	-	4,509,237	4,509,237	-
County Parks	500302	6.3	-	-	-	-	-	3,132,034	-	3,132,034	220,200
Assets											
Forestry	500202	2.5	-	-	-	-	-	5,555,297	-	5,555,297	-
Property Disposition	500203	1.0	-	-	-	2,626,718	-	-	-	2,626,718	-
Tax, Title, Land	500204	-	-	-	-	378,800	-	-	-	378,800	-
FY 22-23 Budget		43.5	5,955,727	5,892,889	27,786,805	3,005,518	3,650,000	8,687,331	4,509,237	59,487,507	3,126,820
FY 21-22 Budget		42.5	2,836,890	10,015,411	14,462,835	3,067,103	4,358,266	8,564,090	4,824,249	48,128,844	2,673,356
\$ Increase (Decrease)			3,118,837	(4,122,522)	13,323,970	(61,585)	(708,266)	123,241	(315,012)	11,358,663	453,464
% Increase (Decrease)			109.9%	-41.2%	92.1%	-2.0%	100.0%	1.4%	-6.5%	23.6%	17.0%

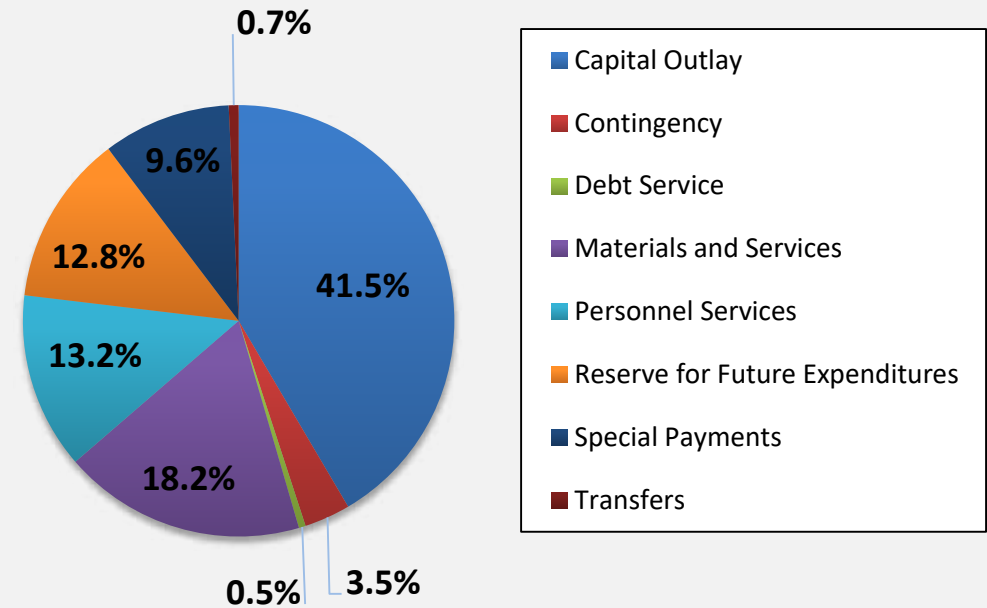
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY 22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Business and Community Services (50/65)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	16,990,178	18,760,665	19,630,179	20,106,103	21,991,421	2,361,242	12.0%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	5,688,751	12,884,601	13,026,522	18,945,753	6,821,597	(6,204,925)	-47.6%
Charges, Fees, License, Permits, Fines, Assessments	5,063,404	6,291,148	7,620,123	6,230,576	6,027,456	(1,592,667)	-20.9%
Revenue from Bonds & Other Debts	1,285,276	6,165	1,009,900	163,964	16,055,200	15,045,300	1489.8%
All Other Revenues Resources	1,871,459	1,713,881	2,863,291	3,533,654	4,486,001	1,622,710	56.7%
Other Interfund Transfers	3,358,274	2,809,718	1,305,475	681,752	979,012	(326,463)	-25.0%
General Fund Support	-	-	2,673,356	2,673,356	3,126,820	453,464	17.0%
Operating Revenue	17,267,164	23,705,513	28,498,667	32,229,055	37,496,086	8,997,419	31.6%
Total Revenue	34,257,342	42,466,178	48,128,846	52,335,158	59,487,507	11,358,661	23.6%
Personnel Services	6,337,522	6,247,850	7,805,068	7,130,480	7,871,840	66,772	0.9%
Materials and Services	7,743,723	8,088,158	12,272,561	11,538,309	10,812,163	(1,460,398)	-11.9%
Capital Outlay	801,529	1,206,724	7,959,997	7,578,134	24,701,672	16,741,675	210.3%
Operating Expenditure	14,882,774	15,542,732	28,037,626	26,246,923	43,385,675	15,348,049	54.7%
Debt Service	-	-	-	-	302,241	302,241	-
Special Payments	426,486	6,754,342	8,553,886	3,913,650	5,699,916	(2,853,970)	-33.4%
Transfers	163,000	63,000	363,000	183,164	438,000	75,000	20.7%
Reserve for Future Expenditures	-	-	6,551,884	-	7,606,356	1,054,472	16.1%
Contingency	-	-	4,622,450	-	2,055,319	(2,567,131)	-55.5%
Total Expense	15,472,260	22,360,074	48,128,846	30,343,737	59,487,507	11,358,661	23.6%
Ending Fund Balance - Restricted				19,638,182			
Ending Fund Balance - Unrestricted	-	-	-	2,353,239	-	-	-
Revenue Less Expense*	18,785,083	20,106,104	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	44.5	42.5	43.5	43.5	43.5	-	-

*FY21-22 Budget: ARPA funding of \$4,358,266 with offsetting amounts in expenses. Additionally, BCS received \$443,887 in Lost Revenue Replenishment in FY21-22.

Summary of Revenue & Expenses

Business and Community Services (50/65) County Fair Fund (201)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	328,960	390,926	509,639	456,009	3,645,294	3,135,655	615.3%
Federal, State, Local, All Other Gifts & Donations	73,167	245,454	58,167	4,843,167	53,167	(5,000)	-8.6%
Charges, Fees, License, Permits, Fines, Assessments	573,643	4,504	552,436	685,093	544,500	(7,936)	-1.4%
All Other Revenues Resources	725,553	399,440	1,033,500	1,212,298	1,159,500	126,000	12.2%
Other Interfund Transfers*	494,595	507,454	683,148	516,588	553,266	(129,882)	-19.0%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,866,958	1,156,852	2,327,251	7,257,146	2,310,433	(16,818)	-0.7%
Total Revenue	2,195,918	1,547,778	2,836,890	7,713,155	5,955,727	3,118,837	109.9%
Personnel Services	528,174	367,075	610,500	601,014	644,233	33,733	5.5%
Materials and Services	1,227,283	675,398	1,518,420	1,363,914	1,282,787	(235,633)	-15.5%
Capital Outlay	49,071	49,295	90,750	2,102,934	3,662,475	3,571,725	3935.8%
Operating Expenditure	1,804,528	1,091,768	2,219,670	4,067,862	5,589,495	3,369,825	151.8%
Special Payments	463	-	24,250	-	1,000	(23,250)	-95.9%
Contingency	-	-	592,970	-	365,232	(227,738)	-38.4%
Total Expense	1,804,991	1,091,768	2,836,890	4,067,862	5,955,727	3,118,837	109.9%
Ending Fund Balance Restricted	-	-	-	3,645,293	-	-	-
Revenue Less Expense	390,927	456,010					
Full Time Equiv Positions (FTE) Budgeted							

Summary of Revenue & Expenses

Business and Community Services (50/65)
Lottery Fund (208)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	3,519,249	4,432,510	6,076,200	5,588,248	2,430,185	(3,646,015)	-60.0%
Federal, State, Local, All Other Gifts & Donations	2,690,967	9,488,869	2,550,000	2,100,000	2,400,000	(150,000)	-5.9%
Charges, Fees, License, Permits, Fines, Assessments	1,075,911	1,082,266	1,289,211	1,252,893	932,704	(356,507)	-27.7%
All Other Revenues Resources	52,317	50,024	-	30,000	30,000	30,000	-
Other Interfund Transfers	-	-	100,000	-	100,000	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,819,195	10,621,159	3,939,211	3,382,893	3,462,704	(476,507)	-12.1%
Total Revenue	7,338,444	15,053,669	10,015,411	8,971,141	5,892,889	(4,122,522)	-41.2%
Personnel Services	1,572,013	1,456,610	2,051,533	1,451,286	2,072,635	21,102	1.0%
Materials and Services	782,503	1,190,949	1,848,845	1,663,020	1,901,977	53,132	2.9%
Capital Outlay	75,000	520	-	-	-	-	-
Operating Expenditure	2,429,516	2,648,079	3,900,378	3,114,306	3,974,612	74,234	1.9%
Special Payments	389,000	6,754,342	3,364,636	3,363,650	1,060,916	(2,303,720)	-68.5%
Transfers	63,000	63,000	63,000	63,000	63,000	-	-
Contingency	-	-	2,687,396	-	794,361	(1,893,035)	-70.4%
Total Expense	2,881,516	9,465,421	10,015,411	6,540,956	5,892,889	(4,122,522)	-41.2%
Ending Fund Balance Restricted	-	-	-	1,776,183	-	-	-
Ending Fund Balance Unrestricted				654,002			
Revenue Less Expense*	4,456,928	5,588,248	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	11.2	10.7	11.7	11.7	11.7	-	-

Summary of Revenue & Expenses

Business and Community Services (50/65)
Library Network (212)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	4,914,173	5,682,956	5,441,406	5,741,829	5,152,239	(289,167)	-5.3%
Federal, State, Local, All Other Gifts & Donations	2,136,350	2,366,744	4,561,461	6,773,891	3,216,819	(1,344,642)	-29.5%
Charges, Fees, License, Permits, Fines, Assessments	28,606	272,287	1,145,296	136,413	141,996	(1,003,300)	-87.6%
Revenue from Bonds & Other Debts	-	-	-	-	15,400,000	15,400,000	-
All Other Revenues Resources	814,143	825,024	829,250	1,015,104	969,131	139,881	16.9%
Other Interfund Transfers	2,534,996	2,095,853	27,949	0	0	(27,949)	-100.0%
General Fund Support	-	-	2,457,474	2,457,474	2,906,620	449,146	18.3%
Operating Revenue	5,514,095	5,559,908	9,021,430	10,382,882	22,634,566	13,613,136	150.9%
Total Revenue	10,428,268	11,242,864	14,462,836	16,124,711	27,786,805	13,323,969	92.1%
Personnel Services	2,431,476	2,710,962	3,215,844	3,177,819	3,262,280	46,436	1.4%
Materials and Services	1,956,487	2,112,371	3,513,607	3,794,653	2,700,109	(813,498)	-23.2%
Capital Outlay	320,325	677,702	4,632,530	4,000,000	18,566,020	13,933,490	300.8%
Operating Expenditure	4,708,288	5,501,035	11,361,981	10,972,472	24,528,409	13,166,428	115.9%
Debt Service	-	-	-	-	302,241	302,241	-
Special Payments	37,023	-	850,000	-	850,000	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,001,974	-	1,880,247	(121,727)	-6.1%
Contingency	-	-	248,881	-	225,908	(22,973)	-9.2%
Total Expense	4,745,311	5,501,035	14,462,836	10,972,472	27,786,805	13,323,969	92.1%
Ending Fund Balance Restricted	-	-	-	5,152,239	-	-	-
Revenue Less Expense*	5,682,957	5,741,829	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	23.0	22.0	22.0	22.0	22.0	-	-

Summary of Revenue & Expenses

Business and Community Services (50/65) Property Resources Fund (218)							
	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,827,175	2,639,879	2,152,103	2,495,487	2,326,718	174,615	8.1%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	8,774	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	300,000	400,000	224,673	300,000	(100,000)	-25.0%
All Other Revenues Resources	99,500	168,374	515,000	196,936	378,800	(136,200)	-26.4%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	108,274	468,374	915,000	421,609	678,800	(236,200)	-25.8%
Total Revenue	2,935,449	3,108,253	3,067,103	2,917,096	3,005,518	(61,585)	-2.0%
Personnel Services	194,040	153,117	168,869	126,252	158,954	(9,915)	-5.9%
Materials and Services	101,530	459,648	600,352	409,126	505,168	(95,184)	-15.9%
Capital Outlay	-	-	610,000	5,000	610,000	-	-
Operating Expenditure	295,570	612,765	1,379,221	540,378	1,274,122	(105,099)	-7.6%
Special Payments	-	-	162,000	50,000	135,000	(27,000)	-16.7%
Transfers	-	-	100,000	-	100,000	-	-
Reserve for Future Expenditures	-	-	1,343,597	-	1,397,896	54,299	4.0%
Contingency	-	-	82,285	-	98,500	16,215	19.7%
Total Expense	295,570	612,765	3,067,103	590,378	3,005,518	(61,585)	-2.0%
Ending Fund Balance Restricted				2,326,718			
Revenue Less Expense	2,639,879	2,495,488	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	1.4	1.2	1.0	1.0	1.0	-	-

Summary of Revenue & Expenses

Business and Community Services (50/65) Special Grants Fund ARPA (230)						
	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget % Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	3,650,000	3,650,000 -
Federal, State, Local, All Other Gifts & Donations	-	-	4,358,266	4,358,266	-	(4,358,266) -100.0%
Operating Revenue	-	-	4,358,266	4,358,266	-	(4,358,266) -100.0%
Total Revenue	-	-	4,358,266	4,358,266	3,650,000	(708,266) -16.3%
Personnel Services	-	-	8,266	8,266	-	(8,266) -100.0%
Capital Outlay	-	-	200,000	200,000	-	(200,000) -100.0%
Operating Expenditure	-	-	208,266	208,266	-	(208,266) -100.0%
Special Payments	-	-	4,150,000	500,000	-	(4,150,000) -100.0%
Transfers	-	-	-	-	3,650,000	3,650,000 -
Total Expense	-	-	4,358,266	708,266	3,650,000	(708,266) -16.3%
Ending Fund Balance Restricted				3,650,000		
Revenue Less Expense*	-	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	-	-	-	-	-	-

*FY21-22 ARPA funding of \$4,358,266 is shown in Personnel Services,Capital Outlay,and Special Payments expense categories.

Summary of Revenue & Expenses

Business and Community Services (50/65)
Parks & Forestry Fund (257)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	4,468,638	4,265,180	3,732,273	3,636,132	3,087,749	(644,524)	-17.3%
Federal, State, Local, All Other Gifts & Donations	779,494	783,534	1,498,628	870,429	1,151,611	(347,017)	-23.2%
Charges, Fees, License, Permits, Fines, Assessments	775,735	1,200,309	1,350,559	1,131,504	1,308,256	(42,303)	-3.1%
Revenue from Bonds & Other Debts	1,285,276	6,165	1,009,900	163,964	655,200	(354,700)	-35.1%
All Other Revenues Resources	167,662	253,915	262,471	857,249	1,938,569	1,676,098	638.6%
Other Interfund Transfers	328,683	206,411	494,378	165,164	325,746	(168,632)	-34.1%
General Fund Support	-	-	215,882	215,882	220,200	4,318	2.0%
Operating Revenue	3,336,850	2,450,334	4,831,817	3,404,192	5,599,581	767,764	15.9%
Total Revenue	7,805,488	6,715,514	8,564,090	7,040,324	8,687,330	123,240	1.4%
Personnel Services	1,611,818	1,560,085	1,750,056	1,765,843	1,733,737	(16,319)	-0.9%
Materials and Services	1,592,106	1,069,231	2,125,716	1,562,532	1,493,014	(632,702)	-29.8%
Capital Outlay	336,383	450,066	1,693,647	624,200	1,763,177	69,530	4.1%
Operating Expenditure	3,540,307	3,079,382	5,569,419	3,952,575	4,989,928	(579,491)	-10.4%
Special Payments	-	-	2,000	-	2,000	-	-
Reserve for Future Expenditures	-	-	2,369,773	-	3,506,920	1,137,147	48.0%
Contingency	-	-	622,898	-	188,482	(434,416)	-69.7%
Total Expense	3,540,307	3,079,382	8,564,090	3,952,575	8,687,330	123,240	1.4%
Ending Fund Balance Restricted				3,087,749			
Revenue Less Expense	4,265,181	3,636,132	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	8.9	8.6	8.8	8.8	8.8	-	-

Summary of Revenue & Expenses

Business and Community Services (50/65)
Stone Creek Golf Course (601)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	931,984	1,349,214	1,718,558	2,188,398	1,699,237	(19,321)	-1.1%
Charges, Fees, License, Permits, Fines, Assessments	2,609,509	3,431,781	2,882,621	2,800,000	2,800,000	(82,621)	-2.9%
All Other Revenues Resources	12,284	17,106	223,070	222,067	10,000	(213,070)	-95.5%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,621,793	3,448,887	3,105,691	3,022,067	2,810,000	(295,691)	-9.5%
Total Revenue	3,553,777	4,798,101	4,824,249	5,210,465	4,509,237	(315,012)	-6.5%
Materials and Services	2,083,814	2,580,562	2,665,620	2,745,064	2,929,108	263,488	9.9%
Capital Outlay	20,749	29,141	733,070	646,000	100,000	(633,070)	-86.4%
Operating Expenditure	2,104,563	2,609,703	3,398,690	3,391,064	3,029,108	(369,582)	-10.9%
Special Payments	-	-	1,000	-	1,000	-	-
Transfers	100,000	-	200,000	120,164	275,000	75,000	37.5%
Reserve for Future Expenditures	-	-	836,540	-	821,293	(15,247)	-1.8%
Contingency	-	-	388,019	-	382,836	(5,183)	-1.3%
Total Expense	2,204,563	2,609,703	4,824,249	3,511,228	4,509,237	(315,012)	-6.5%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Ending Fund Balance - Unrestricted	-	-	-	1,699,237	-	-	-
Revenue Less Expense*	1,349,214	2,188,398	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	-	-	-	-	-	-	-

Significant Policy and/or Financial Issues

Description	Impact
Departmental Restructure	<ul style="list-style-type: none"> Starting July 1, 2022, most of the Business and Community Services Department is merging with DTD which will provide salary savings in terms of Director and Deputy Director positions being eliminated and increased potential for other cost savings due to streamlining and maximizing efficiencies. Economic Development and the County Fair will be moved into County Administration under the new Office of Economic Development.
Economic Development	<ul style="list-style-type: none"> As of July 1, 2022, the Office of Economic Development will be moved from Business and Community Services into County Administration. In FY 22-23, a portion of lottery dollars will be expended through a grant application process. The program will distribute \$4.1 million in ARPA funds for small business assistance.
Land Bank Authority – Continued Pause	<ul style="list-style-type: none"> In February 2022, the BCC decided to pause the implementation of the program for another year. Staff is working with the State to return the seed grant for this program.
County Fair and Event Center – Return of County Fair and Events	<ul style="list-style-type: none"> The County Fair returned to an in person event in FY 21-22 and is quickly returning to full-time operations under new leadership. Staff is supporting efforts to build the Multi-use Building using a \$4.8 million state ARPA grant.
Library Support Services	<ul style="list-style-type: none"> This program provides essential services to 13 libraries in Clackamas County in accordance with individual IGAs. Demand for library services continues to increase and is growing more complex requiring more time and resources to respond to.

Significant Policy and/or Financial Issues

Description	Impact
Oak Lodge/Gladstone Libraries	<ul style="list-style-type: none"> • The Oak Lodge/Gladstone Library project is experiencing significant increases in cost and the BCC is in the process of prioritizing County construction projects given inflationary pressures. • Oak Lodge Library plans are delayed temporarily to give staff, the task force and community time to identify options that align community priorities, design and funds. • Final design for the new Gladstone Library, as well as demolition of the old Gladstone City Hall, will be completed in the first half of FY 22-23.
County Parks	<ul style="list-style-type: none"> • The cost of operating County Parks continues to rise at a rate greater than revenues. • The cost of capital projects continues to be a challenge due to inflationary pressures. • During the coming fiscal year, staff will be carefully evaluating County Parks resources and services with the intent of recommending changes to ensure a long term sustainable budget.
Stone Creek Golf Course	<ul style="list-style-type: none"> • The pond rehabilitation project budgeted in FY 21-22 will move to FY 22-23 and capital outlay will be more than anticipated due to inflationary pressures and unanticipated additional project requirements. • Continued focus on building reserves for future expenditures to fund upcoming irrigation system replacement project estimated to be \$1.5 million or more.
Forestry – Revenue impacts	<ul style="list-style-type: none"> • The 2020 wildfires will impact Forestry revenues in future years.
Property Disposition	<ul style="list-style-type: none"> • FY 21-22 expenditures were higher than revenues due to fewer than usual properties available for auction, as well as staff turnover, resulting in an unanticipated decline in reserves and beginning fund balance.

End of Presentation



Business and Community Services (50/65)

Department Budget Summary by Fund

Line of Business		FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23
Program	Prog #	FTE	County Fair Fund (201)	Lottery Fund (208)	Library Fund (212)	Property Resources Fund (218)	ARPA Fund (230)	Parks & Forestry Fund (257)	Stone Creek Golf Course Fund (601)	Total Budget	General Fund Support in Budget**
BCS Administration											
Office of the Director	500101	3.1	-	737,444	-	-	-	-	-	737,444	-
Financial Management & Analysis	500102	2.8	-	839,262	-	-	-	-	-	839,262	-
Fair & Event Center											
County Event Center	500402	-	962,469	-	-	-	-	-	-	962,469	-
County Fair & Rodeo	500403	-	4,993,258	-	-	-	-	-	-	4,993,258	-
Economic Development											
Economic Development	650202	4.4	-	3,616,183	-	-	3,650,000	-	-	7,266,183	-
Land Bank Authority	650203	1.5	-	700,000	-	-	-	-	-	700,000	-
Library											
Library Support Services	500504	12.0	-	-	6,376,842	-	-	-	-	6,376,842	2,906,620
Oak Lodge Library	500505	5.4	-	-	14,887,189	-	-	-	-	14,887,189	-
Gladstone Library	500502	4.7	-	-	6,522,774	-	-	-	-	6,522,774	-
County Parks and Golf											
Stone Creek Golf Club	500303	-	-	-	-	-	-	-	4,509,237	4,509,237	-
County Parks	500302	6.3	-	-	-	-	-	3,132,034	-	3,132,034	220,200
Assets											
Forestry	500202	2.5	-	-	-	-	-	5,555,297	-	5,555,297	-
Property Disposition	500203	1.0	-	-	-	2,626,718	-	-	-	2,626,718	-
Tax, Title, Land	500204	-	-	-	-	378,800	-	-	-	378,800	-
FY 22-23 Budget		43.5	5,955,727	5,892,889	27,786,805	3,005,518	3,650,000	8,687,331	4,509,237	59,487,507	3,126,820
FY 21-22 Budget		42.5	2,836,890	10,015,411	14,462,835	3,067,103	4,358,266	8,564,090	4,824,249	48,128,844	2,673,356
\$ Increase (Decrease)			3,118,837	(4,122,522)	13,323,970	(61,585)	(708,266)	123,241	(315,012)	11,358,663	453,464
% Increase (Decrease)			109.9%	-41.2%	92.1%	-2.0%	100.0%	1.4%	-6.5%	23.6%	17.0%

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



Business and Community Services

Department Mission

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

Business and Community Services

Sarah Eckman - Interim Director
Eileen Stein - Interim Deputy Director
FTE 43.5
Total Budget \$59,487,507
General Fund Support \$3,126,820

BCS Administration Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$1,576,706 Gen Fund \$ -	Fair & Event Center Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$5,955,727 Gen Fund \$ -	Economic Development Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$7,966,183 Gen Fund \$ -	Library Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$27,786,805 Gen Fund \$ 2,906,620	Parks, Golf & Recreation Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$7,641,271 Gen Fund \$ 220,200	Assets Sarah Eckman Interim Director Eileen Stein Interim Deputy Director Total Budget \$8,560,815 Gen Fund \$ -
Office of the Director Sarah Eckman Interim Director FTE 3.1 Total Budget \$737,444 Gen Fund \$ -	County Fair & Rodeo Brian Crow Executive Director FTE 0.0 Total Budget \$4,993,258 Gen Fund \$ -	Economic Development Sarah Eckman Interim Director FTE 4.3 Total Budget \$7,266,183 Gen Fund \$ -	Library Support Services Kathryn Kohl Manager FTE 12.0 Total Budget \$6,376,842 Gen Fund \$ 2,906,620	Stone Creek Golf Club Gordon Tolbert Manager FTE 0.0 Total Budget \$4,509,237 Gen Fund \$ -	Forestry Tom Riggs Manager FTE 2.5 Total Budget \$5,555,297 Gen Fund \$ -
Financial Management & Analysis Eileen Stein Interim Deputy Director FTE 2.8 Total Budget \$839,262 Gen Fund \$ -	County Event Center Brian Crow Executive Director FTE 0.0 Total Budget \$962,469 Gen Fund \$ -	Land Bank Authority Vacant Executive Manager FTE 1.5 Total Budget \$700,000 Gen Fund \$ -	Oak Lodge Library Mitzi Olson Manager FTE 5.4 Total Budget \$14,887,189 Gen Fund \$ -	County Parks Tom Riggs Manager FTE 6.3 Total Budget \$3,132,034 Gen Fund \$ 220,200	Property Disposition Sarah Eckman Interim Director FTE 1.0 Total Budget \$2,626,718 Gen Fund \$ -
			Gladstone Library Mitzi Olson Manager FTE 4.7 Total Budget \$6,522,774 Gen Fund \$ -		Tax Title Land Sarah Eckman Interim Director FTE 0.0 Total Budget \$378,800 Gen Fund \$ -



BCS Administration

Office of the Director




Purpose Statement

The purpose of the Office of the Director Program is to provide leadership, strategic direction and prioritization, and communications services to department staff so they can effectively provide essential services to those who live, work, visit and do business in Clackamas County.

Performance Narrative Statement

The Office of the Director Program proposes a budget of \$737,444, 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	Percentage of performance measures achieved	90%	50%	70%	25%	70%
 Result	% employees who have their annual performance evaluation completed on time	NEW	81%	100%	20%	100%
 Result	% BCS employees surveyed who say they have an understanding of the role BCS plays in providing essential services to the community	NEW	0%	75%	0%	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: 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	279,878	306,579	183,644	302,894	336,092	152,448	83.0%
Federal, State, Local, All Other Gifts & Donatio	10,566	73,337	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Asses	512,875	512,875	636,918	600,600	401,352	(235,566)	-37.0%
Operating Revenue	523,441	586,212	636,918	600,600	401,352	(235,566)	-37.0%
Total Rev - Including Beginning Balance	803,319	892,791	820,562	903,494	737,444	(83,118)	-10.1%
Personnel Services	350,017	448,014	517,956	383,911	459,002	(58,954)	-11.4%
Materials & Services	146,723	141,883	186,793	183,491	176,339	(10,454)	-5.6%
Operating Expenditure	496,740	589,897	704,749	567,402	635,341	(69,408)	-9.8%
Contingency	-	-	115,813	-	102,103	(13,710)	-11.8%
Total Exp - Including Special Categories	496,740	589,897	820,562	567,402	737,444	(83,118)	-10.1%
Ending Fund Balance - Unrestricted				336,092			
Revenues Less Expenses	306,579	302,894	-	-	-	-	

Significant Issues and Changes

The Office of the Director Program provides leadership and direction on numerous BCS initiatives, projects, and issues, including: implementing the federal American Rescue Plan Act (ARPA) program to assist small businesses with COVID relief funding, working with community members to vision and plan new library facilities in the Oak Lodge and Gladstone library service areas, assisting the County Fair & Event Center with their capital project to construct a new multi-purpose facility using State ARPA dollars, and formation and coordination of a Library District Task Force to evaluate the sufficiency of the district to continue supporting library services in the county. In addition, the Office of the Director Program will be working department-wide on an employee engagement goal, and as part of that work, will be conducting visits to all employee groups. The Office of the Director is also leading the transition to a new organization structure for the department, as this will be the first fiscal year without revenue from the North Clackamas Parks and Recreation District. This change has a significant impact on the BCS budget, and necessitates an evaluation and change in future BCS structure that is financially sustainable given funding constraints.



BCS Administration

Financial Management & Analysis Program





Purpose Statement

The purpose of the Financial Management & Analysis Program is to provide forecasting, budgeting and financial management services to department staff, advisory committees and County decision makers so they can make informed decisions that ensure the sustainable delivery of essential services to those who live, work, visit and do business in Clackamas County.

Performance Narrative Statement

The Financial Management & Analysis Program proposes a budget of \$839,262, 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% programs that have their contingency funds fully funded at 10%	NEW	100%	80%	100%	80%
 Result	% contract requests processed and submitted to Procurement within 3 business days of receipt	NEW	97%	95%	90%	95%
 Result	Percentage of budgets and supplemental budgets in compliance with Oregon Budget Law	100%	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Percentage of quarterly reports completed within 45 days after the end of the quarter	100%	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



Financial Management & Analysis Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	471,860	509,409	430,286	443,049	317,910	(112,376)	-26.1%
Federal, State, Local, All Other Gifts & Donations	8,436	43,113	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assets	503,976	512,875	642,293	642,293	521,352	(120,941)	-18.8%
Operating Revenue	512,412	555,988	642,293	642,293	521,352	(120,941)	-18.8%
Total Rev - Including Beginning Balance	984,272	1,065,397	1,072,579	1,085,342	839,262	(233,317)	-21.8%
Personnel Services	396,202	527,994	589,031	700,207	610,040	21,009	3.6%
Materials & Services	78,661	93,834	99,915	67,225	93,851	(6,064)	-6.1%
Capital Outlay	-	520	-	-	-	-	-
Operating Expenditure	474,863	622,348	688,946	767,432	703,891	14,945	2.2%
Contingency	-	-	383,634	-	135,371	(248,263)	-64.7%
Total Exp - Including Special Categories	474,863	622,348	1,072,579	767,432	839,262	(233,318)	-21.8%
Ending Fund Balance - Unrestricted				317,910			
Revenues Less Expenses	509,409	443,049	-	-	-	-	

Significant Issues and Changes

The Financial Management & Analysis program provides centralized financial services for the BCS department, including forecasting, budgeting, and financial management. Key projects in FY 2022-23 include supporting an examination of the long-term financial sustainability of BCS programs, supporting the funding strategies for the Gladstone and Oak Lodge Library projects, supporting the ARPA program to assist small businesses, continuing to support the County's new outcomes-based budgeting approach as directed by the Budget Office, navigating the Chart of Accounts conversion, and learning and utilizing new software systems for budget, performance, and payroll data.



Fair & Event Center

County Fair & Rodeo






Purpose Statement

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

Performance Narrative Statement

The County Fair and Rodeo program proposes a budget of \$4,993,258, a continuation of the current funding level. These resources will provide the County Fair in August for an estimated 155,000 County Fair attendees and nearly 23,000 rodeo attendees in a typical year. These resources will also provide the opportunity for year after year involvement for 4H, FFA and other participants. Reaching the attendance and participation targets will enhance the community experience, youth development and fundraising opportunities for local organizations.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% change in year over year attendance at the Clackamas County Fair	NEW	0% ¹	5%	100%	5%
 Result	% change in year over year attendance at the Clackamas County Rodeo	NEW	0% ¹	5%	100%	5%
 Result	% surveyed respondents who "agree" or "strongly agree" that the Clackamas County Fair met their expectations	NEW	0% ¹	90%	90%	90%
 Result	Percentage of capacity of County Fair attendance	At 80% capacity	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Percentage of capacity of County Rodeo attendance	At 90% capacity	Discontinued	Discontinued	Discontinued	Discontinued

¹2020 Fair and Rodeo Cancelled due to COVID-19

Program includes:

Mandated Services ☐ Y

Shared Services ☐ Y

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

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

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

Under County Ordinance 05-2000, Chapter 8.02.160, the County Fair receives a portion of the County's transient room tax revenues. In FY 22-23, the County Fair Fund is budgeted to receive \$553,266; \$193,643 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 FY 21-22, the County Fair Fund received a grant of \$4.79 Million from State ARPA funding.



Fair & Event Center

County Fair & Rodeo

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	113,865	-	177,609	180,138	3,549,448	3,371,839	1898.5%
Federal, State, Local, All Other Gifts & Donations	53,167	-	53,167	4,843,167	53,167	-	-
Charges, Fees, License, Permits, Fines, Assessments	573,393	-	552,436	683,504	542,500	(9,936)	-1.8%
All Other Revenue Resources	582,669	3,267	558,500	681,830	654,500	96,000	17.2%
Other Interfund Transfers	173,108	177,609	347,366	180,806	193,643	(153,723)	-44.3%
Operating Revenue	1,382,337	180,876	1,511,469	6,389,307	1,443,810	(67,659)	-4.5%
Total Revenue	1,496,202	180,876	1,689,078	6,569,445	4,993,258	3,304,180	195.6%
Personnel Services	166,368	-	202,800	193,314	214,582	11,782	5.8%
Materials & Services	1,018,655	342	1,056,287	784,750	949,953	(106,334)	-10.1%
Capital Outlay	37,226	396	41,250	2,041,934	3,620,475	3,579,225	8676.9%
Operating Expenditure	1,222,249	738	1,300,337	3,019,998	4,785,010	3,484,673	268.0%
Special Payments	359	-	21,000	-	1,000	(20,000)	-95.2%
Contingency	-	-	367,741	-	207,248	(160,493)	-43.6%
Total Expense	1,222,608	738	1,689,078	3,019,998	4,993,258	3,304,180	195.6%
Ending Fund Balance - Restricted				3,549,447			
Revenues Less Expenses	273,594	180,138	-	-	-		

Significant Issues and Changes

In February 2021, a severe ice storm took out many trees and damaged buildings at the County Fairgrounds. A large clean up and repair effort on the grounds was required in preparation for the return of the County Fair. In 2021, the County Fair and Rodeo returned with strong attendance. Attendance increased over previous years by 9.7%. In FY 21-22, the County Fair was the fortunate recipient of State ARPA dollars from Senator Kennemer and Representative Drazen. These funds have been received and will be used to rebuild the Livestock Building into a new Multi-use Building and other associated improvements. Work is starting on this project and will continue into FY 22-23.



Fair & Event Center County Event Center






Purpose Statement

The purpose of the County Events Center program is to provide facility rental and special event services to individuals and groups so they can hold and host a variety of events that meet their business and private needs.

Performance Narrative Statement

The County Event Center Program proposes a budget of \$962,469, a continuation of the current funding level. These resources will provide an estimated 200 events with access to a public facility at a price that covers the cost of access and allows them to fulfill their mission. These resources will also provide approximately 630 non-fair hosted events for indirect or direct community benefit. Reaching these rental targets will help community organizations fulfill their missions, while adding financial support to the Fair and Event Center.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% of available event spaces utilized	NEW	52%	80%	85%	85%
 Result	% change in deferred maintenance projects completed	NEW	5%	5%	10%	20%
 Result	% surveyed respondents who "agree" or "strongly agree" that the rental facility met their expectations	NEW	95%	90%	98%	90%
 Result	Number of events where organizations will benefit from access to a public facility at a price that covers the cost of access and allows them to fulfill their mission	105 events	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Number of events where organizations will benefit from rental access to a public facility at a price that covers the cost of access and provides additional revenue to support the Fair and Event Center	393 events	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

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

Under County Ordinance 05-2000, Chapter 8.02.160, the County Fair receives a portion of the County's transient room tax revenues. In FY 22-23, the County Fair Fund is budgeted to receive \$553,266; \$359,623 is budgeted for the County Event Center Program. The amount is adjusted annually for inflation, and the funds shall be used by the Event Center for construction, operations and maintenance.

In FY 21-22, the County Fair Fund received a grant of \$4.79 Million from State ARPA funding.



Fair & Event Center

County Event Center

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	215,095	390,926	332,030	275,871	95,846	(236,184)	-71.1%
Federal, State, Local, All Other Gifts & Donations	20,000	245,454	5,000	-	-	(5,000)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	250	4,504	-	1,589	2,000	2,000	-
All Other Revenue Resources	142,883	396,172	475,000	530,468	505,000	30,000	6.3%
Other Interfund Transfers	321,487	329,845	335,782	335,782	359,623	23,841	7.1%
Operating Revenue	484,620	975,975	815,782	867,839	866,623	50,841	6.2%
Total Revenue	699,715	1,366,901	1,147,812	1,143,710	962,469	(185,343)	-16.1%
Personnel Services	361,806	367,075	407,700	407,700	429,651	21,951	5.4%
Materials & Services	198,991	675,056	462,133	579,164	332,834	(129,299)	-28.0%
Capital Outlay	21,482	48,899	49,500	61,000	42,000	(7,500)	-15.2%
Operating Expenditure	582,279	1,091,030	919,333	1,047,864	804,485	(114,848)	-12.5%
Special Payments	104	-	3,250	-	-	(104)	-100.0%
Contingency	-	-	225,229	-	157,984	(67,245)	-29.9%
Total Expense	582,383	1,091,030	1,147,812	1,047,864	962,469	(182,197)	-16.1%
Ending Fund Balance - Restricted				95,846			
Revenues Less Expenses	117,332	275,871	-	-	-	-	

Significant Issues and Changes

Due to Covid-19 restrictions several events were cancelled in 2020 including Spring Garden Fair, Renaissance Fair, Harefest, and Country Fest. In February 2021 a severe ice storm took out many trees and damaged buildings, requiring a vast clean up and repair effort on the grounds. However, the Scare Fair and Winter Fair were held in person rather than as drive thru events as they were in 2020. In 2022, there are many bookings for the Fair and Events Center and operations are beginning to return to normal. The Fair & Event Center Board of Directors and staff have been creative in expanding their programming with new events that offer outdoor attractions.



Economic Development

Economic Development

Purpose Statement

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

Performance Narrative Statement

The Economic Development program proposes a budget of \$7,266,183, an increase of the current funding level due to combining three programs. These resources will provide policymakers and performance partners increased knowledge of redevelopment opportunities, programs and resources available in Clackamas County. Reaching these targets will help business and property owners, performance partners and policymakers grow a vibrant, resilient economy.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
Result	# new jobs created in enterprise zones	16 jobs	0 jobs	50 jobs	0 jobs*	25 jobs
Result	\$ invested by businesses in enterprise zones	\$46,105,832	\$0	\$9,000,000	\$0	\$5,000,000
Result	% businesses participating in export events that expand their overseas trade activities (Initial pilot program will focus only on the Food and Beverage Cluster)	NEW	0%	1%	0%	0%**
Result	Number of meetings convened of Clackamas County cities and regional partners	24 meetings	Discontinued	Discontinued	Discontinued	Discontinued
Result	Percentage of available employment land in the Metro Urban Growth Boundary within Clackamas County that is "development ready"	9%	Discontinued	Discontinued	Discontinued	Discontinued
Result	Percentage of available employment land outside the Metro Urban Growth Boundary within Clackamas County that is "development ready"	31%	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services ☐ Y

Shared Services ☐ Y

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

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

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

* No applications received through FY 21-22 second quarter; however, staff are working with the City of Molalla on an expansion of their Enterprise Zone.

** On pause until Economic Development program is redefined and activities are determined. If export assistance is requested, staff facilitate via partners.



Economic Development

Economic Development

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,767,511	3,316,522	5,162,270	4,542,305	5,126,183	(36,087)	-0.7%
Federal, State, Local, All Other Gifts & Donations	2,371,965	9,372,419	6,400,000	6,250,000	2,100,000	(4,300,000)	-67.2%
Charges, Fees, License, Permits, Fines Assessments	59,060	56,516	10,000	10,000	10,000	-	-
All Other Revenues Resources	52,317	50,024	-	30,000	30,000	30,000	-
Operating Revenue	2,483,342	9,478,959	6,410,000	6,290,000	2,140,000	(4,270,000)	-66.6%
Total Revenue	5,250,853	12,795,481	11,572,270	10,832,305	7,266,183	(4,306,087)	-37.2%
Personnel Services	825,795	480,602	685,417	367,168	739,743	54,326	7.9%
Materials and Services	557,118	955,231	1,448,554	1,412,304	1,520,670	72,116	5.0%
Capital Outlay	75,000	-	-	-	-	-	-
Operating Expenditure	1,457,913	1,435,833	2,133,971	1,779,472	2,260,413	126,442	5.9%
Special Payments	389,000	6,754,342	7,514,636	3,863,650	4,710,916	(2,803,720)	-37.3%
Interfund Transfers	63,000	63,000	63,000	63,000	63,000	-	-
Contingency	-	-	1,860,663	-	231,854	(1,628,809)	-87.5%
Total Expense	1,909,913	8,253,175	11,572,270	5,706,122	7,266,183	(4,306,087)	-37.2%
Ending Fund Balance - Restricted				5,126,183			
Revenues Less Expenses	3,340,940	4,542,306	-	-	-	-	

Significant Issues and Changes

In January 2020, the Board of Commissioners adopted a countywide strategic business plan that includes multiple economic development goals. In 2021 an assessment of the economic development program was completed. In 2022, this assessment will provide a recommendation of where the economic development program would best be positioned within the organization so that it can make the biggest impact. Additionally, it will provide recommendations for areas of emphasis to ensure there is a revitalized strategic focus that will align with the Board's strategic goals as well as emerging trends in economic development.

In 2020 and 2021, Economic Development pivoted to provide support to the small business community as they adjusted to the economic impacts of COVID-19. Economic Development distributed more than \$8 million in grants to the small business community (using CARES dollars), and significant resources were deployed to provide much needed technical assistance, personal protective equipment and more. Six Business Recovery Centers (BRCs), operated by seven local Chambers of Commerce, were opened around the county to assist businesses in navigating restrictions placed on them to safeguard the community during the pandemic. The coming year will bring with it many challenges as Economic Development continues to provide support to the local small business community with ARPA funds while maintaining its presence in other areas such as business retention and expansion, facilitating incentive programs and strategically refocusing.



Economic Development Land Bank Authority



Purpose Statement

The purpose of the Clackamas County Land Bank Authority (CCLBA) program is to provide remediation, redevelopment and revitalization services to property owners so they can transfer their property to be utilized by expanding or relocating businesses, affordable housing developments and new community parks and open spaces.

Performance Narrative Statement

The Clackamas County Land Bank Authority program proposes a budget of \$700,000. These resources will provide the necessary support to establish a Clackamas County Land Bank Authority. During the first three years of operations, the Land Bank Authority anticipates funding of approximately \$1.2 million (\$400,000 annually) from various sources, including the Business Oregon Strategic Reserve Fund, matching Lottery funds, and funds from other sources. ***The establishment of the Land Bank Authority has been paused during COVID-19, and in February 2022, the BCC decided to put it on hold for one more year, with an intent to revisit it at that time.***

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% evaluated sites acquired by CCLBA	NEW	0%	0%	0%	0% ¹
 Result	% sites acquired that are repurposed for new or expanding businesses, affordable housing and/or parks	NEW	0%	0%	0%	0% ¹

¹LBA program is on hold per the BCC.

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

The Land Bank Authority Program applied for and received grant funding from the State of Oregon via the Business Oregon Strategic Reserve Fund (SRF) in FY 19-20. The program must be initiated in calendar year 2022 in order to utilize the grant funds received from the State of Oregon. With the project being put on hold until at least February 2023, funding from the SRF will be returned.



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	300,000	300,000	300,000	300,000	-	-
Federal, State, Local, All Other Gift & Donations	300,000	-	300,000	-	300,000	-	-
Other Interfund Transfers	-	-	100,000	-	100,000	-	-
Operating Revenue	300,000	-	400,000	-	400,000	-	-
Total Revenue	300,000	300,000	700,000	300,000	700,000	-	-
Personnel Services	-	-	259,129	-	263,850	4,721	1.8%
Materials & Services	-	-	113,585	-	111,117	(2,468)	-2.2%
Operating Expenditure	-	-	372,714	-	374,967	2,253	0.6%
Contingency	-	-	327,286	-	325,033	(2,253)	-0.7%
Total Expense	-	-	700,000	-	700,000	-	-
Ending Fund Balance - Restricted				300,000			
Revenues Less Expenses	300,000	300,000	-	-	-	-	

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 February 2018 policy session, the Board of County Commissioners approved the concept of a Clackamas County Land Bank Authority (CCLBA) and approved the Economic Development program to pursue a grant from Business Oregon's Brownfield Fund with the purpose of developing a business plan for a CCLBA. The CCLBA's primary role would be to acquire, remediate and position brownfield properties for future development and to increase the supply of employment lands and/or affordable housing within the County. Following the completion of the Business Plan, the County submitted and received a \$300,000 grant from Business Oregon's Strategic Reserve Fund. In 2020, the Land Bank Authority program was put on hold due to COVID-19. In February 2022, the BCC decided to put a hold on this project for one more year, with an intent to revisit it at that time. The County is returning the \$300,000 in grant funds to the State, as it will not be able to meet the terms of the grant/forgivable loan within the revised timeline.



Library

Library Support Services






Purpose Statement

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

Performance Narrative Statement

The Library Support Services program is submitting a budget of \$6,376,842. The resources devoted to the Library Support Services program have been able to provide an online integrated library system (catalog) which is operational at least 99% of the time. Currently the program is facing more complex needs from its customers and may not reach performance targets such as resolving technical support requests within one business day (target of 75%) with current staffing levels, which will, in turn, likely negatively impact the results of the customer service performance measure in the coming year. Reaching these targets is a key element in supporting the work of the program's customer libraries to efficiently and effectively provide library collections and services to their patrons.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% technical support requests resolved within one (1) business day	NEW	81%	75%	72%	75%
 Result	% time the library catalog is operational	100%	99%	99%	99.76%	99%
 Result	% surveyed respondents who say they "agree" or "strongly agree" that services met their expectations	NEW	98%	80%	(reported at end of FY)	85%
 Result	Percentage of technology support request responses provided within two business days	100%	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Percentage of materials sent to Library Systems for cataloging processed within established timeframes	80%	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	4,187,555	4,537,170	4,351,761	4,119,733	2,719,019	(1,632,742)	-37.5%
Federal, State, Local, All Other Gifts & Donations	63,572	2,708	4,071	4,071	-	(4,071)	-100.0%
All Other Revenues Resources	642,358	624,998	625,250	653,250	751,203	125,953	20.1%
General Fund Support	2,534,996	2,095,853	2,457,474	2,457,474	2,906,620	449,146	18.3%
Operating Revenue	3,240,926	2,723,559	3,086,795	3,114,795	3,657,823	571,028	18.5%
Total Revenue	7,428,481	7,260,729	7,438,556	7,234,528	6,376,842	(1,061,714)	-14.3%
Personnel Services	1,480,358	1,550,739	1,633,393	1,631,878	1,708,402	75,009	4.6%
Materials & Services	1,370,572	1,569,671	2,653,188	2,583,631	1,798,193	(854,995)	-32.2%
Capital Outlay	3,358	20,587	300,000	300,000	140,000	(160,000)	-53.3%
Operating Expenditure	2,854,288	3,140,996	4,586,581	4,515,509	3,646,595	(939,986)	-20.5%
Special Payments	37,023	-	850,000	-	850,000	-	-
Reserve for Future Expenditures	-	-	2,001,975	-	1,880,247	(121,728)	-6.1%
Total Expense	2,891,311	3,140,996	7,438,556	4,515,509	6,376,842	(1,061,714)	-14.3%
Ending Fund Balance - Restricted				2,719,019			
Revenues Less Expenses	4,537,170	4,119,733	-	-	-	-	

Significant Issues and Changes

This program provides essential services to libraries in Clackamas County in accordance with individual IGAs with each library city and relies upon the General Fund to do so. In FY 22-23, this is a status quo budget with minor reductions.

Demand for library services continue to increase and is growing more complex requiring more time and resources to respond to. Program staff have to strategically prioritize services related to technology installation and maintenance, services to libraries, and are facing challenges staffing materials handling/courier operations.

Note: Starting in FY 20-21 this program was re-named Library Support Services and now encompasses the prior program lines of Library Systems and Shared Library Services.



Library

Oak Lodge Library






Purpose Statement

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

Performance Narrative Statement

The Oak Lodge Library program proposes a budget of \$14,887,189, a continuation of the current funding level. These resources will serve approximately 280,000 material checkouts and provide a collection of 60,000 items at the Oak Lodge Library. This collection will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% youth signed up for summer reading programs who complete the program	NEW	n/a ¹	4%	63%	4%
 Result	% year-over-year change in signups for kids, teen and adult reading programs	3%	n/a ¹	7%	n/a ¹	7%
 Result	% materials circulated at least once per year	78%	51%	80%	47%	80%
 Result	Borrowers as a percentage of the resident population	29%	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Percentage of OLA standards met, as required in IGA	67%	Discontinued	Discontinued	Discontinued	Discontinued

¹ Programs were canceled due to COVID-19 in 2020

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

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

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



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	752,002	1,065,473	629,280	1,236,291	3,005,390	2,376,110	377.6%
Federal, State, Local, All Other Gifts & Donations	1,546,585	1,524,131	2,619,136	5,414,610	2,342,003	(277,133)	-10.6%
Charges, Fees, License, Permits, Fines, Assessments	26,187	21,920	640,496	134,013	139,496	(501,000)	-78.2%
Revenue from Bonds & Other Debts	-	-	-	-	9,400,000	9,400,000	-
All Other Revenues Resources	273	-	800	500	300	(500)	-62.5%
Other Interfund Transfers	-	-	17,833	-	-	-	-
Operating Revenue	1,573,045	1,546,051	3,278,265	5,549,123	11,881,799	8,603,534	262.4%
Total Revenue	2,325,047	2,611,524	3,907,545	6,785,414	14,887,189	10,979,644	281.0%
Personnel Services	672,947	588,716	851,287	851,286	842,917	(8,370)	-1.0%
Materials & Services	429,652	386,402	527,456	528,738	587,700	60,244	11.4%
Capital Outlay	156,975	400,116	2,386,888	2,400,000	13,175,000	10,788,112	452.0%
Operating Expenditure	1,259,574	1,375,233	3,765,631	3,780,024	14,605,617	10,839,986	287.9%
Debt Service	-	-	-	-	151,121	151,121	-
Contingency	-	-	141,914	-	130,451	(11,463)	-8.1%
Total Expense	1,259,574	1,375,233	3,907,545	3,780,024	14,887,189	10,979,644	281.0%
Ending Fund Balance - Restricted				3,005,390			
Revenues Less Expenses	1,065,473	1,236,291	-	-	-		

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 under a "one library, two buildings" model, and sharing staff and resources to realize operational efficiencies and achieve economies of scale. The Oak Lodge Library will be co-located on the North Clackamas Park and Recreation District's Concord School Building property. However, challenges with the original Oak Lodge and Gladstone Community Project funding plan are resulting in various stakeholder groups reevaluating options to move these projects forward.



Gladstone Library






Purpose Statement

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

Performance Narrative Statement

The Gladstone Library program proposes a budget of \$6,522,774. These resources will serve approximately 200,000 material checkouts and provide a collection of 45,000 items at the Gladstone Library. These resources will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% youth signed up for summer reading programs who complete the program	NEW	n/a ¹	4%	52%	4%
 Result	% year-over-year change in signups for kids, teen and adult reading programs	n/a*	n/a ¹	7%	n/a ¹	7%
 Result	% materials circulated at least once per year	9%	56%	80%	52%	80%
 Result	Borrowers as a percentage of the resident population	25%	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Percentage of OLA standards met, as required in IGA	67%	Discontinued	Discontinued	Discontinued	Discontinued

* Clackamas County assumed Gladstone Library operations effective 12/1/2019

¹ Programs were canceled due to COVID-19 in 2020

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

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

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



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	(25,384)	80,313	460,365	385,805	(572,170)	(1,032,535)	-224.3%
Federal, State, Local, All Other Gifts & Donations	526,193	839,905	2,142,325	1,559,281	874,816	(1,267,509)	-59.2%
Charges, Fees, License, Permits, Fines, Assessments	2,420	250,367	504,800	2,400	2,500	(502,300)	-99.5%
Revenue from Bonds & Other Debts	-	-	-	-	6,000,000	6,000,000	-
All Other Revenues Resources	171,512	200,026	203,200	361,354	217,628	14,428	7.1%
Other Interfund Transfers	-	-	10,116	-	-	-	-
Operating Revenue	700,125	1,290,298	2,860,441	1,923,035	7,094,944	4,234,503	148.0%
Total Revenue	674,740	1,370,611	3,320,806	2,308,840	6,522,774	3,201,968	96.4%
Personnel Services	278,172	571,508	735,234	698,726	710,961	(24,273)	-3.3%
Materials and Services	156,263	156,299	332,962	682,284	314,216	(18,746)	-5.6%
Capital Outlay	159,992	257,000	2,145,642	1,500,000	5,251,020	3,105,378	144.7%
Operating Expenditure	594,427	984,806	3,213,839	2,881,010	6,276,197	(43,019)	95.3%
Debt Services	-	-	-	-	151,120	151,120	-
Contingency	-	-	106,967	-	95,457	(11,510)	-10.8%
Total Expense	594,427	984,806	3,320,806	2,881,010	6,522,774	96,591	96.4%
Ending Fund Balance - Restricted				(572,170)			
Revenues Less Expenses	80,313	385,805	-	-	-	-	
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. Per the Settlement Agreement, the county receives a contribution of \$200,000, adjusted for inflation, per year from the City of Gladstone to operate the Gladstone Library.



County Parks and Golf

Stone Creek Golf Club





Purpose Statement

The purpose of the Stone Creek Golf Club Program is to provide golf rounds and golf-related services to charities, clients, and the golfing community so they can have an enjoyable and reasonably priced golfing experience at a local, well-maintained golf course.

Performance Narrative Statement

The Stone Creek Golf Club Program proposes a budget of \$4,509,237, a continuation of the current funding level. These resources will provide golf patrons the opportunity to book events and golf during the available tee times on "playable days". Reaching these targets will help clients and the golfing community to have an enjoyable and reasonably priced golfing experience while providing a supplemental source of funding for County Parks.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% available golf rounds being filled during playable golf days	73%	70%	70%	65%	70%
 Result	% of survey respondents who report that the Stone Creek Golf Club is clean and safe	NEW	90%	80%	90%	87%
 Result	Revenues as a percentage of expenditures (cost recovery)	114%	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Golf Club net proceeds contributed to County Parks division to fund ongoing operations	\$100,000	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation: The Stone Creek Golf Club Program is part of the County Parks system, which 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 the 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 (TGMS), 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, #6 on the list of most Eco-Friendly Golf Courses in America by Links Golf Magazine in January 2013 and #5 on Golfer's Choice 2022: Best Golf Courses in Oregon on golfpass.com.



County Parks and Golf

Stone Creek Golf Club

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	931,984	1,349,214	1,718,558	2,188,398	1,699,237	(19,321)	-1.1%
Charges, Fees, License, Permits, Fines, Asse	2,609,509	3,431,781	2,882,621	2,800,000	2,800,000	(82,621)	-2.9%
All Other Revenue Resources	12,284	17,106	223,070	222,067	10,000	(213,070)	-95.5%
Operating Revenue	2,621,793	3,448,887	3,105,691	3,022,067	2,810,000	(295,691)	-9.5%
Total Revenue	3,553,777	4,798,101	4,824,249	5,210,465	4,509,237	(315,012)	-6.5%
Materials & Services	2,083,814	2,580,562	2,665,620	2,745,064	2,929,108	263,488	9.9%
Capital Outlay	20,749	29,141	733,070	646,000	100,000	(633,070)	-86.4%
Operating Expenditure	2,104,563	2,609,703	3,398,690	3,391,064	3,029,108	(369,582)	-10.9%
Special Payments	-	-	1,000	-	1,000	-	-
Interfund Transfers	100,000	-	200,000	120,164	275,000	75,000	37.5%
Reserve for Future Expenditures	-	-	836,540	-	821,293	(15,247)	-1.8%
Contingency	-	-	388,019	-	382,836	(5,183)	-1.3%
Total Expense	2,204,563	2,609,703	4,824,249	3,511,228	4,509,237	(315,012)	-6.5%
Ending Fund Balance - Restricted				1,699,237			
Revenues Less Expenses	1,349,214	2,188,398	-	-	-	-	

Significant Issues and Changes

BCS has worked with Total Golf Management Services, LLC (TGMS), the contracted management firm for the Stone Creek Golf Club, to set up a capital asset repair and replacement schedule 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. The golf course irrigation system and irrigation pond, the two largest asset replacement projects on the list, are nearing their end of life and will soon need to be replaced. The estimated cost is in excess of \$1.8 million. The budget includes accumulating capital reserves to replace these assets.

After an initial closure in spring of 2020 due to COVID-19, Stone Creek re-opened and has continued to see rounds of golf played and revenue in excess of projections, due in part to the desire for outdoor and socially distanced activities. The February 2021 ice storm resulted in damage to the driving range poles and nets which were repaired late last year. The golf club is back in operation and is experiencing record revenues as golf continues to be a popular outdoor activity.



County Parks and Golf

County Parks




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 proposes a budget of \$3,132,034 a 14% decrease from FY21/22 funding level. These resources will provide over 8,500 campsite reservations during "Peak" days at 204 campsites and a projected 70% occupancy rate in County Parks. During "Off-Peak" days these resources will provide approximately 9,000 campsite reservations at 204 campsites and a projected 30% 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% occupancy of campgrounds (peak ¹)	70%	48%	90%	84%	70%
 Result	% occupancy of campground (off-peak ²)	27%	47%	50%	38%	30%
 Result	% of survey respondents who report that the County park they visited is clean and safe	98%	98%	90%	98%	90%

¹ Peak is defined as Fri/Sat.

² 'Off-peak' is defined as Sun-Thu.

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 an OR Parks and Recreation Department (OPRD) County Opportunity Grant to pay 50% of costs related to paving rehabilitation at Barton Parks' East RV Campground, an OR State Marine Board small grant to pay 75% of crack sealing of pavement at the Barton Park boat ramp, and an OR State Marine Board large grant to pay 75% of costs related to replacement of the boarding dock at the Boones Ferry boat ramp. Additionally, 2019 Metro Parks and Nature Bond allocated funds will be used to pay 50% of the Barton Park East RV Campground paving rehabilitation project as match to the OPRD grant, and will fully fund the Feyrer day-use paving rehabilitation, parking expansion and curb replacement project. County Parks program will use its Oregon State Parks RV Licensing distribution to fund operations and maintenance of county parks to help offset rising costs of labor and materials to operate the program.



County Parks and Golf

County Parks

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,037,634	485,095	-	472,888	-	-	-
Federal, State, Local, All Other Gifts & Donations	659,856	730,888	1,434,745	784,745	1,102,459	(332,286)	-23.2%
Charges, Fees, License, Permits, Fines, Assessments	773,369	1,178,223	1,350,559	1,129,904	1,306,306	(44,253)	-3.3%
Revenue from Bonds & Other Debts	-	863	8,500	5,500	7,500	(1,000)	-11.8%
All Other Revenues Resources	121,769	213,317	205,471	219,249	220,569	15,098	7.3%
Other Interfund Transfers	100,000	-	449,378	120,164	275,000	(174,378)	-38.8%
General Fund Support	183,683	161,411	215,882	215,882	220,200	4,318	2.0%
Operating Revenue	1,838,677	2,284,702	3,664,535	2,475,444	3,132,034	(532,501)	-14.5%
Total Revenue	2,876,311	2,769,797	3,664,535	2,948,332	3,132,034	(532,501)	-14.5%
Personnel Services	1,074,968	1,077,017	1,235,379	1,235,378	1,288,145	52,766	4.3%
Materials & Services	1,001,752	796,737	1,078,328	1,110,754	960,632	(117,696)	-10.9%
Capital Outlay	314,497	423,155	883,648	602,200	851,031	(32,617)	-3.7%
Operating Expenditure	2,391,217	2,296,909	3,197,355	2,948,332	3,099,808	(97,547)	-3.1%
Special Payments	-	-	1,000	-	1,000	0	-
Contingency	-	-	466,180	-	31,226	(434,954)	-93.3%
Total Expense	2,391,217	2,296,909	3,664,535	2,948,332	3,132,034	(532,501)	-14.5%
Revenues Less Expenses	485,095	472,889	-	-	-	-	

Significant Issues and Changes

In 2021, the County Parks system was still being impacted by COVID-19. Parks day-use activities were under modified operations with no day use reservations or group events. In anticipation of declining revenues, Parks made a reduction in seasonal staffing and held a regular position vacant for most of the year. Parks were popular and very busy for people wanting to get out of the house, but overall revenue was still severely impacted given the modified operations.

In 2022, the County Parks Program has proposed a fee increase to help offset continued increases in temporary labor costs, and the rise in the cost of goods and services. Parks plans to continue to leverage partnerships to accomplish maintenance and capital projects, including anticipating financial support through State Grants and Metro Bonds. Planned projects include repaving, repairing, and replacing aging facilities and equipment so Parks can continue to provide safe, healthy outdoor recreational experiences, and continue to be a draw for travel and tourism dollars into our communities.



Assets

Forestry






Purpose Statement

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

Performance Narrative

The Forestry Program proposes a budget of \$5,555,297, a continuation of the current funding level. These resources will provide support to County Parks capital projects and operations. In addition, these resources will provide removal of an estimated 30 tons of debris from approximately 50 illegal 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% young stands actively managed annually	NEW	NEW	20%	11%	20%
 Result	\$ (net) earned from timber sales	NEW	NEW	\$280,000	\$0	\$280,000
 Result	Percentage of reported dumpsites cleaned via Dump Stoppers program	100%	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Percentage change in timber growth as measured by Current Volume / Baseline Volume	10%	Discontinued	Discontinued	Discontinued	Discontinued
 Result	Number of logging and mill jobs supported from timber harvests on County owned timberlands	210	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services ☐ Y

Shared Services ☐ Y

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

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

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

The *Forestry Program* receives **grant funding** from the United States Forest Service and Bureau of Land Management for the Dump Stoppers program to remove 30 tons of debris from approximately 50 illegal dumpsites on an annual basis. The grants all require a match which is funded from the proceeds of timber sales.



Assets

Forestry

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	3,431,004	3,780,085	3,732,273	3,163,244	3,087,749	(644,524)	-17.3%
Federal, State, Local, All Other Gifts & Donations	119,638	52,646	68,078	89,879	49,152	(18,926)	-27.8%
Charges, Fees, License, Permits, Fines, Assets	2,365	22,086	-	1,600	1,950	1,950	-
Revenue from Bonds & Other Debts	1,285,276	5,302	1,001,400	158,464	647,700	(353,700)	-35.3%
All Other Revenues Resources	45,894	40,598	57,000	638,000	1,718,000	1,661,000	2914.0%
Interfund Transfers	45,000	45,000	45,000	45,000	50,746	5,746	12.8%
Operating Revenue	1,498,173	165,632	1,171,478	932,943	2,467,548	1,296,070	110.6%
Total Rev - Including Beginning Balance	4,929,177	3,945,717	4,903,751	4,096,187	5,555,297	651,546	13.3%
Personnel Services	536,851	483,068	518,872	534,660	445,593	(73,279)	-14.1%
Materials & Services	590,354	272,494	1,047,388	451,778	532,382	(515,006)	-49.2%
Capital Outlay	21,887	26,911	810,000	22,000	912,146	102,146	12.6%
Operating Expenditure	1,149,092	782,473	2,376,260	1,008,438	1,890,121	(486,139)	-20.5%
Special Payments	-	-	1,000	-	1,000	-	-
Reserve for Future Expenditures	-	-	2,369,773	-	3,506,920	1,137,147	48.0%
Contingency	-	-	156,718	-	157,256	538	0.3%
Total Exp - Including Special Categories	1,149,092	782,473	4,903,751	1,008,438	5,555,297	651,546	13.3%
Ending Fund Balance - Restricted				3,087,749			
Revenues Less Expenses	3,780,085	3,163,244	-	-	-	-	

Significant Issues and Changes

FY 22-23 will focus on harvest activities, replanting, inter-planting, and pre-commercial thinning. The Dump Stoppers program will continue to receive funding from the US Forest Service, Bureau of Land Management and Clackamas County Sustainability and Solid Waste division which allows for the continued cleanup of illegal dump sites, abandoned vehicles, and RVs.

In 2020, the Forestry program was significantly impacted by devastating wildfires. Approximately 400 acres of County Forest land was burned with several plantations being a total loss. Salvage logging was delayed in 2021 due to the availability of loggers to perform the work. Salvage harvesting is being completed in 2022 and the next regular timber sale in the Forest program's 10-year management plan is scheduled for FY22-23.

The Forestry Program currently owns and manages 3,200 acres of forestlands. The lands are managed with the goal of having healthy forests that produce timber on a sustainable level, protect natural resources, and contribute to jobs in rural communities by providing timber for the local logging, mill, and wood products industries. The net revenue generated from timber sales supports the Forest & Timber Management program operations and capital needs, along with contributing to the County Parks operations and capital repair and replacement budget.



Assets

Property Disposition



Purpose Statement

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

Performance Narrative Statement

The Property Disposition Program proposes a budget of \$2,626,718, a continuation of the current funding level. These resources will result in 20% of properties in the **held for resale** category being returned to the tax roles or repurposed for public benefit. Reaching this target will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	% held for resale foreclosed properties that are repurposed for public benefit or returned to the tax rolls	NEW	9%	20%	20%	20%
 Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	(3%)	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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

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



Assets

Property Disposition

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,707,544	2,424,019	2,152,103	2,414,150	2,326,718	174,615	8.1%
Federal, State, Local, All Other Gifts & Donations	8,774	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	300,000	400,000	224,673	300,000	(100,000)	-25.0%
Operating Revenue	8,774	300,000	400,000	224,673	300,000	(100,000)	-25.0%
Total Rev - Including Beginning Balance	2,716,318	2,724,019	2,552,103	2,638,823	2,626,718	74,615	2.9%
Personnel Services	194,040	153,117	168,869	126,252	158,954	(9,915)	-5.9%
Materials & Services	98,260	156,751	197,352	180,853	201,368	4,016	2.0%
Capital Outlay	-	-	610,000	5,000	610,000	-	-
Operating Expenditure	292,300	309,868	976,221	312,105	970,322	(5,899)	-0.6%
Special Payments	-	-	50,000	-	60,000	10,000	20.0%
Interfund Transfers	-	-	100,000	-	100,000	-	-
Reserve for Future Expenditures	-	-	1,343,597	-	1,397,896	54,299	4.0%
Contingency	-	-	82,285	-	98,500	16,215	19.7%
						-	-
Total Exp - Including Special Categories	292,300	309,870	2,552,103	312,105	2,626,718	74,615	2.9%
Ending Fund Balance - Restricted				2,326,718			
Revenues Less Expenses	2,424,019	2,414,150	-	-	-	-	

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.



Assets

Tax Title Land




Purpose Statement

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

Performance Narrative Statement

The Tax Title Land Program proposes a budget of \$378,800, 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 programs 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 19-20 Actual	FY 20-21 Actual	FY 21-22	FY 21-22 Actual as of 12/31/2021	FY 22-23 Target
 Result	\$ disbursed to Property Disposition program	NEW	\$30,707	\$400,000	\$ 39,172	\$400,000
 Result	\$ disbursed to taxing entities	NEW	\$0	\$50,000	\$0	\$50,000
 Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	(3)%	Discontinued	Discontinued	Discontinued	Discontinued

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The *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 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	119,631	215,860	-	81,337	-	-	-
All Other Revenue Resources	99,500	168,374	515,000	196,936	378,800	(136,200)	-26.4%
Operating Revenue	99,500	168,374	515,000	196,936	378,800	(136,200)	-26.4%
Total Rev - Including Beginning Balance	219,131	384,234	515,000	278,273	378,800	(136,200)	-26.4%
Materials & Services	3,270	302,897	403,000	228,273	303,800	(99,200)	-24.6%
Operating Expenditure	3,270	302,897	403,000	228,273	303,800	(99,200)	-24.6%
Special Payments	-	-	112,000	50,000	75,000	(37,000)	-33.0%
Total Exp - Including Special Categories	3,270	302,896	515,000	278,273	378,800	(136,200)	-26.4%
Revenues Less Expenses	215,860	81,337	-	-	-	-	

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.



Human Resources

FY 22-23 BUDGET PRESENTATION

2021 Major Accomplishments

AREA	DESCRIPTION
Equal Pay Analysis	<p>Classification & Compensation – Finalized comprehensive Equal Pay Analysis study of all County positions, identified gaps, and communicated specific findings and comprehensive financial impact to the Board of County Commissioners. Currently in the process of negotiating compensation gaps and a combined compensation plan, and developing revised business practices and policies in order to maintain equity achieved through the study.</p> <p>Workforce Data Management – Continued to partner with Classification and Compensation, Technology Services staff, and external consultants to implement system enhancements to monitor and maintain pay equity within the workforce.</p>
COVID Response	<p>Employee & Labor Relations - Provided leadership and guidance to County managers and supervisor throughout the course of the pandemic, advising on highly complex and sensitive employee relations matters, particularly related to implementation of the mask mandates and employee return to the workplace.</p> <p>Risk & Safety – Continued to lead the County's workplace COVID response, from risk reduction to safety management/compliance.</p> <p>Benefits – From July 1, 2021 through March 31, 2022, handled 209 new FMLA/OFLA leave requests.</p>
Employee Engagement	<p>Workforce Planning & Development - Launched second County-wide employee engagement survey in October, 2021, with a 65% employee participation rate.</p>
Equity Lens	<p>Recruitment & Selection ~ Workforce Planning & Development ~ Director's Office (Internal Complaints) – Participated in more complex multi-disciplinary discussions with staff from the Office of Equity and Inclusion, County Counsel, and Human Resources to implement collaborative new processes with greater impact to the County's equity mission.</p>
Process Improvement	<p>Benefits & Wellness – Continued comprehensive efforts toward implementation of the Benefits Service Delivery Strategy, including onboarding of a third party administrator for administering benefits.</p>

Line of Business/Program	Results Measure		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Workforce Data Management	80% of HR Managers, HR Staff, and PA Processors reporting by survey that business and system enhancements have improved their daily operations and achieve strategic results.		n/a	97%	80%	97%	80%
Employee & Labor Relations	90% of corrective actions involving written reprimands, suspensions, demotions and employee terminations will have been vetted with E&LR before imposition.		n/a	100%	90%	100%	90%
Classification & Compensation	By 2025, 100% of County classifications will have been reviewed for alignment with County business needs and market comparability within the past five years, and year over year thereafter.		20%	31%	20%	26%	35%
Recruitment & Selection	70% of open positions are filled within 90 days from the date of requisition.		38%	49%	70%	51%	70%
Workforce Planning & Development	90% of Learning & Development participants “agree” or “strongly agree” that Learning & Development events were a valuable investment of their time.		95%	92%	90%	88.5%	90%
Benefits & Wellness	90% of supervisor and manager survey responses indicate "agree or "strongly agree" they have timely and accurate information about their employees' protected leaves and disability.		n/a	n/a	90%	70%	90%
Risk & Safety	Clackamas County will maintain a workers' compensation rating below the state's industry average.		0.71	0.71	1	0.74	1

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Administration	Office of the Director/Administration	\$895,217	100%	76% Allocations paid by County departments — 24% General Fund Support	Wide range of federal and state employment laws governing us as a public employer, as well as eight collective bargaining agreements, and various employment policies	100%	50%
Administration	Workforce Data Management	\$916,554	100%			100%	50%
Employee & Labor Relations	Employee & Labor Relations	\$821,721	100%			100%	50%
Workforce Design	Classification & Compensation	\$1,079,313	100%			100%	33%
Workforce Design	Recruitment & Selection	\$1,143,961	100%			100%	100%
Workforce Design	Workforce Planning & Design	\$ 650,619	100%			100%	33%
Benefits & Wellness	Benefits & Wellness	\$59,416,372	0%	15%		80%	33%
Risk & Safety	Risk & Safety	\$17,989,464	0%	46%		90%	66%



Department Summary by Fund

Human Resources Department (16)

Department Budget Summary by Fund

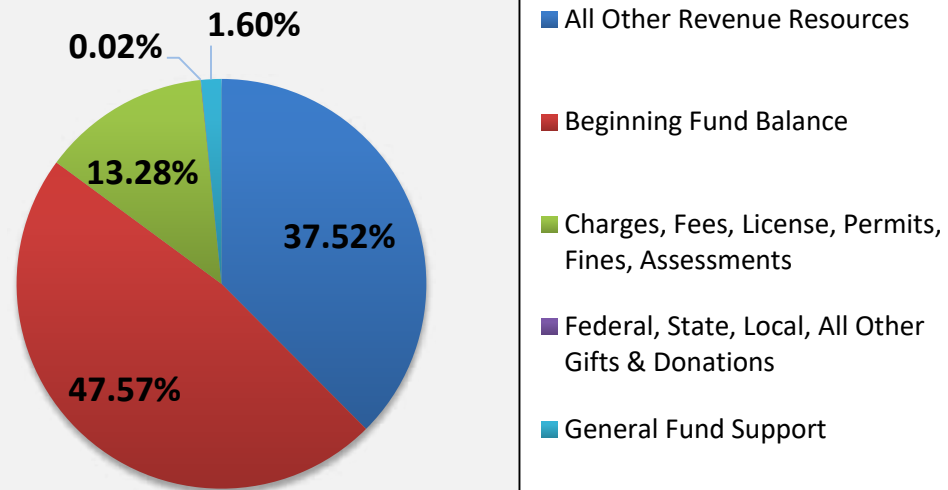
Line of Business		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
			General Fund	Self-Insurance Fund	Risk Mgmt Claims Fund	ARPA Fund	Total Budget	General Fund Support in Budget**
Program	Prog#	FTE	(100)	(760)	(761)	(230)*		
Administration								
Director's Office/Administrative Services	160101	4.0	895,217	-	-	-	895,217	221,512
Workforce Data Management	160102	4.5	896,554	-	-	20,000	916,554	221,512
Employee & Labor Relations Management								
Employee and Labor Relations	160202	3.5	821,721	-	-	-	821,721	221,512
Workforce Design								
Classification and Compensation	160302	5.0	1,079,313	-	-	-	1,079,313	221,512
Recruitment and Selection	160303	6.0	1,143,961	-	-	-	1,143,961	221,512
Workforce Development and Planning	160304	2.0	650,619	-	-	-	650,619	221,512
Benefits, Wellness, Leave Management								
Benefits Administration	160401	11.3	-	3,845,095	-	-	3,845,095	-
Medical Insurance	160402	-	-	48,949,901	-	-	48,949,901	-
Dental Insurance	160403	-	-	4,337,587	-	-	4,337,587	-
Disability Insurance	160404	-	-	1,457,523	-	-	1,457,523	-
Employee Assistance Program/Wellness	160405	-	-	820,584	-	-	820,584	-
Deferred Compensation	160406	-	-	5,682	-	-	5,682	-
Risk & Safety Management								
Risk Administration	160501	7.8	-	-	1,725,561	-	1,725,561	-
Casualty/Liability	160502	-	-	-	12,277,538	-	12,277,538	-
Workers' Compensation	160503	-	-	-	3,621,015	-	3,621,015	-
Unemployment	160504	-	-	-	365,350	-	365,350	-
TOTAL		44.0	5,487,385	59,416,372	17,989,464	20,000	82,913,221	1,329,072
FY 21/22 Budget		44.0	5,217,501	53,015,083	18,193,804	123,506	76,549,894	1,453,792
\$ Increase (Decrease)		0.0	269,884	6,401,289	-204,340	-103,506	6,363,327	-124,720
% Increase (Decrease)		0.0%	5.2%	12.1%	-1.1%	-83.8%	8.3%	-8.6%

* FY21-22 ARPA revenue of \$123,506 by the same amount in Personnel Services and Materials and Services expense category.

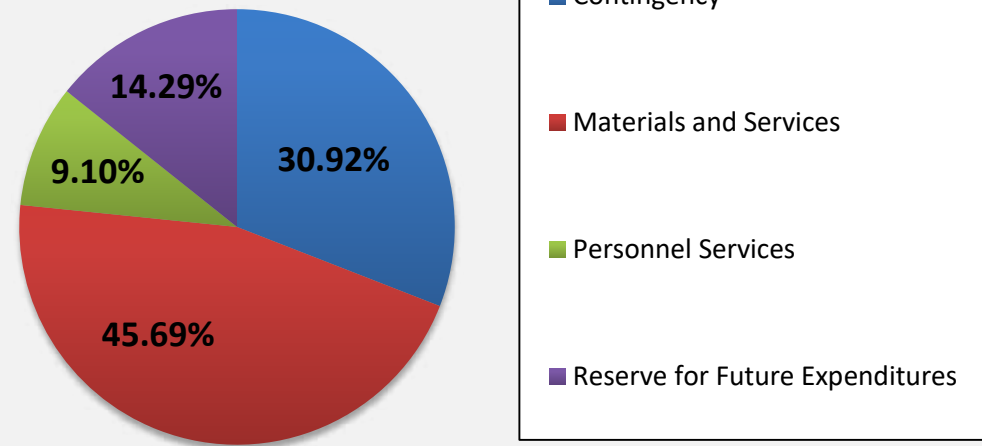
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY 22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Human Resources (16)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	24,929,389	31,144,078	31,822,731	35,606,010	39,439,579	7,616,848	24%
Federal, State, Local, All Other Gifts & Donations*	24,132	48,494	123,506	43,506	20,000	(103,506)	-84%
Charges, Fees, License, Permits, Fines, Assessments	12,588,595	10,917,779	10,855,660	10,596,195	11,011,785	156,125	1%
All Other Revenues Resources	30,587,820	32,812,431	32,294,201	29,788,600	31,112,785	(1,181,416)	-4%
General Fund Support	517,644	858,459	1,453,792	1,453,792	1,329,072	(124,720)	-9%
Operating Revenue	43,718,191	44,637,163	44,727,159	41,882,093	43,473,642	(1,253,517)	-3%
Total Revenue	68,647,580	75,781,241	76,549,890	77,488,103	82,913,221	6,363,331	8%
Personnel Services*	6,188,268	6,731,027	7,309,613	6,921,415	7,545,157	235,544	3%
Materials and Services	31,315,233	32,444,205	42,812,689	31,127,109	37,884,038	(4,928,651)	-12%
Operating Expenditure	37,503,501	39,175,232	50,122,302	38,048,524	45,429,195	(4,693,107)	-9%
Transfers		1,000,000				-	-
Reserve for Future Expenditures			10,836,652		11,845,552	1,008,900	9%
Contingency			15,590,936		25,638,474	10,047,538	64%
Total Expense	37,503,501	40,175,232	76,549,890	38,048,524	82,913,221	6,363,331	8%
Ending Fund Balance Restricted	-	-	-	39,439,579	-	-	-
Revenue Less Expense**	31,144,078	34,747,550	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	43.0	43.0	44.0	44.0	44.0	0.0	0%

*FY21-22 ARPA revenue of \$123,506 offset by the same amount in Personnel Services category.

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Summary of Revenue & Expenses

Human Resources General Fund 100-16 (including 230 ARPA)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	103,644	-	-
Federal, State, Local, All Other Gifts & Donations*	9,241	19,111	108,183	28,183	20,000	(88,183)	-82%
Charges, Fees, License, Permits, Fines, Assessments	3,748,102	3,753,450	3,763,705	3,758,705	4,054,669	290,964	8%
General Fund Support	517,644	858,459	1,453,792	1,453,792	1,329,072	(124,720)	-9%
Operating Revenue	4,274,987	4,631,020	5,325,680	5,240,680	5,403,741	78,061	1%
Total Revenue	4,274,987	4,631,020	5,325,680	5,240,680	5,507,385	78,061	3%
Personnel Services*	3,505,671	3,798,486	4,040,946	3,951,865	4,325,024	284,078	7%
Materials and Services	769,316	832,534	1,284,734	1,185,171	1,182,361	(102,373)	-8%
Operating Expenditure	4,274,987	4,631,020	5,325,680	5,137,036	5,507,385	181,705	3%
Total Expense	4,274,987	4,631,020	5,325,680	5,137,036	5,507,385	181,705	3%
Ending Fund Balance Restricted	-	-	-	103,644	-	-	0%
Revenue Less Expense**	-	-	-	-	-	-	0%
Full Time Equiv Positions (FTE) Budgeted	23.0	23.0	25.0	25.0	25.0	-	0%

*FY21-22 Budget ARPA revenue of \$108,183 offset by the same amount in Personnel Services expense category.

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Summary of Revenue & Expenses

Human Resources - Self-Insurance Fund 760 -16

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	12,245,898	17,774,794	19,077,370	22,792,734	26,671,098	7,593,728	40%
Federal, State, Local, All Other Gifts & Donations*	2,563	10,592	6,211	6,211	-	(6,211)	-100%
Charges, Fees, License, Permits, Fines, Assessments	3,698,542	2,134,487	1,986,955	1,732,490	1,732,490	(254,465)	-13%
All Other Revenues Resources	30,259,815	32,485,670	31,950,758	29,671,531	31,012,785	(937,973)	-3%
Operating Revenue	33,960,920	34,630,749	33,943,924	31,410,232	32,745,275	(1,198,649)	-4%
Total Revenue	46,206,817	52,405,543	53,021,294	54,202,966	59,416,373	6,395,079	12%
Personnel Services*	1,557,973	1,529,903	1,773,295	1,642,617	1,809,208	35,913	2%
Materials and Services	26,874,051	28,082,906	37,563,001	25,889,251	32,734,179	(4,828,822)	-13%
Operating Expenditure	28,432,024	29,612,809	39,336,296	27,531,868	34,543,387	(4,792,909)	-12%
Reserve for Future Expenditures	-	-	2,476,652	-	3,003,552	526,900	21%
Contingency	-	-	11,208,346	-	21,869,434	10,661,088	95%
Total Expenditure	28,432,024	29,612,809	53,021,294	27,531,868	59,416,373	6,395,079	12%
Ending Fund Balance Restricted	-	-	-	26,671,098	-	-	-
Revenue Less Expense**	17,774,794	22,792,734	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	11.3	11.3	11.3	11.3	11.3	-	0%

*FY21-22 ARPA revenue of \$6,211 offset by same amount in Personnel Services expense category.

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Summary of Revenue & Expenses

Human Resources - Risk Management Fund 761-16

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	12,683,491	13,369,285	12,745,361	12,813,277	12,664,838	(80,523)	-1%
Federal, State, Local, All Other Gifts & Donations*	12,328	18,792	9,112	9,112	-	(9,112)	-100%
Charges, Fees, License, Permits, Fines, Assessments	5,141,952	5,029,842	5,105,000	5,105,000	5,224,626	119,626	2%
All Other Revenues Resources	328,005	326,761	343,443	117,069	100,000	(243,443)	-71%
Operating Revenue	5,482,285	5,375,395	5,457,555	5,231,181	5,324,626	(132,929)	-2%
Total Revenue	18,165,776	18,744,680	18,202,916	18,044,458	17,989,464	(213,452)	-1%
Personnel Services*	1,124,624	1,402,639	1,495,376	1,326,933	1,410,925	(84,451)	-6%
Materials and Services	3,671,866	3,528,764	3,964,950	4,052,687	3,967,499	2,549	0%
Operating Expenditure	4,796,490	4,931,403	5,460,326	5,379,620	5,378,424	(81,902)	-1%
Transfers	-	1,000,000	-	-	-	-	-
Reserve for Future Expenditures	-	-	8,360,000	-	8,842,000	482,000	6%
Contingency	-	-	4,382,590	-	3,769,040	(613,550)	-14%
Total Expense	4,796,490	5,931,403	18,202,916	5,379,620	17,989,464	(213,452)	-1%
Ending Fund Balance Restricted	-	-	-	12,664,838	-	-	-
Revenue Less Expense**	13,369,286	12,813,277	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	8.8	8.8	7.8	7.8	7.8	0.0	0%

*FY21-22 ARPA revenue of \$9,112 offset by same amount in Personnel Services expense category.

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
<p>Oregon Equal Pay Act Compliance</p> <p>Critical next step to develop and implement new business practices and technological system enhancements to monitor and maintain pay equity within the workforce.</p>	<p>Significant financial and workload impact to the Classification and Compensation, Recruitment, and Workforce Data Management programs to implement system enhancements so the County is in compliance with the Equal Pay Act; lack of compliance with the Equal Pay Act will result in financial penalties to the organization.</p>
<p>Workforce Management</p> <p>County departments are struggling to provide the services they deliver to the public, causing a ripple effect on the demands for Human Resources services.</p> <p>Responding to these demands, while maintaining an engaged and productive workforce during times of organizational stress, requires innovative, collaborative, and integrated problem-solving strategies, particularly among the following HR program areas:</p> <ul style="list-style-type: none"> • Recruitment and Selection • Employee and Labor Relations • Workforce Planning and Development 	<p>Demand for recruitments (including recruitment backlog) is at an all-time high, resulting in the need to update recruitment-related business processes, policies, and staffing models to address this critical County need.</p> <p>The Employee & Labor Relations team has a deep understanding the County organization and continue to provide guidance to all levels of the organization to navigate the complex landscape of labor issues and employment laws. County employment related policies are being updated to ensure compliance with recent changes federal and state employment laws.</p> <p>The Workforce Planning and Development team is leading the charge to develop a new paradigm of a learning culture in a hybrid environment, where development is employee-centric and more reliant on technology. This effort requires that managers are well-equipped to support staff and lead teams in a time of ongoing change and uncertainty.</p>
<p>Operational Efficiency</p> <p>Greater demand for services and limited resources continue to drive the need for HR to gain efficiencies and rethink the way we do business. The Benefits Administration and Workforce Data Management teams will drive these initiatives in the coming year.</p>	<p>Completion of the Benefits Transformation Initiative will move the County from transactional benefits administration to strategically managed benefits delivery, resulting in greater access for employees and plan participants.</p> <p>Workforce Data Management continues to provide business process and technological solutions to for all areas of HR, requiring a significant level of partnership with Technology Services and external consultants to meet the demand and create efficiencies.</p>

End of Presentation

The logo for Clackamas County features a stylized mountain peak in a teal color. A white, curved shape, resembling a stylized 'C' or a path, is positioned in front of the mountain, partially obscuring its lower half.

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CLACKAMAS
COUNTY



Human Resources Department (16)

Department Budget Summary by Fund

Line of Business		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
Program	Prog#	FTE	General Fund (100)	Self-Insurance Fund (760)	Risk Mgmt Claims Fund (761)	ARPA Fund (230)*	Total Budget	General Fund Support in Budget**
Administration								
Director's Office/Administrative Services	160101	4.0	895,217	-	-	-	895,217	221,512
Workforce Data Management	160102	4.5	896,554	-	-	20,000	916,554	221,512
Employee & Labor Relations Management								
Employee and Labor Relations	160202	3.5	821,721	-	-	-	821,721	221,512
Workforce Design								
Classification and Compensation	160302	5.0	1,079,313	-	-	-	1,079,313	221,512
Recruitment and Selection	160303	6.0	1,143,961	-	-	-	1,143,961	221,512
Workforce Development and Planning	160304	2.0	650,619	-	-	-	650,619	221,512
Benefits, Wellness, Leave Management								
Benefits Administration	160401	11.3	-	3,845,095	-	-	3,845,095	-
Medical Insurance	160402	-	-	48,949,901	-	-	48,949,901	-
Dental Insurance	160403	-	-	4,337,587	-	-	4,337,587	-
Disability Insurance	160404	-	-	1,457,523	-	-	1,457,523	-
Employee Assistance Program/Wellness	160405	-	-	820,584	-	-	820,584	-
Deferred Compensation	160406	-	-	5,682	-	-	5,682	-
Risk & Safety Management								
Risk Administration	160501	7.8	-	-	1,725,561	-	1,725,561	-
Casualty/Liability	160502	-	-	-	12,277,538	-	12,277,538	-
Workers' Compensation	160503	-	-	-	3,621,015	-	3,621,015	-
Unemployment	160504	-	-	-	365,350	-	365,350	-
TOTAL		44.0	5,487,385	59,416,372	17,989,464	20,000	82,913,221	1,329,072
FY 21/22 Budget								
		44.0	5,217,501	53,015,083	18,193,804	123,506	76,549,894	1,453,792
\$ Increase (Decrease)								
		0.0	269,884	6,401,289	-204,340	-103,506	6,363,327	-124,720
% Increase (Decrease)								
		0.0%	5.2%	12.1%	-1.1%	-83.8%	8.3%	-8.6%

* FY21-22 ARPA revenue of \$123,506 by the same amount in Personnel Services and Materials and Services expense category.

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



Department of Human Resources (16)

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 so they can have the resources they need to provide high quality services and achieve their strategic results.

Human Resources Department (16)				
Evelyn Minor-Lawrence, Director FTE 44.0 Total Budget \$82,913,221 General Fund Support \$ 1,329,072				
Administration Evelyn Minor-Lawrence, Director Total Budget \$1,811,771 Gen Fund \$ 443,024	Employee & Labor Relations Eric Sarha, Deputy Director/Chief Negotiator Total Budget \$821,721 Gen Fund \$ 221,512	Workforce Design Evelyn Minor-Lawrence, Director Total Budget \$2,873,893 Gen Fund \$ 664,536	Benefits, Wellness, Leave Management Kristi Durham, Benefits Manager Total Budget \$59,416,372 Gen Fund \$ -	Risk & Safety Management Eric Machado, Risk Manager Total Budget \$17,989,464 Gen Fund \$ -
Office of the Director/ Administrative Svcs Evelyn Minor-Lawrence, Director FTE 6.0 Total Budget \$895,217 Gen Fund \$ 221,512	Employee & Labor Relations Eric Sarha, Assistant Director/Chief Negotiator FTE 4.0 Total Budget \$821,721 Gen Fund \$ 221,512	Classification & Compensation Heather Pedersen, Class & Comp Manager FTE 6.0 Total Budget \$1,079,313 Gen Fund \$ 221,512	Benefits Administration Kristi Durham, Benefits Manager FTE 8.0 Total Budget \$3,845,095 Gen Fund \$ -	Risk Administration Eric Machado, Risk Manager FTE 6.0 Total Budget \$1,725,561 Gen Fund \$ -
Workforce Data Management Le Huynh, HR Business Systems Manager FTE 6.0 Total Budget \$916,554 Gen Fund \$ 221,512		Recruitment and Selection Jared Haddock, Recruitment Manager FTE 6.0 Total Budget \$1,143,961 Gen Fund \$ 221,512	Medical Insurance Kristi Durham, Benefits Manager Total Budget \$48,949,901 Gen Fund \$ -	Casualty/Liability Eric Machado, Risk Manager Total Budget \$12,277,538 Gen Fund \$ -
		Workforce Development & Planning Kim Lignore, Learning & Development Manager FTE 2.0 Total Budget \$650,619 Gen Fund \$ 221,512	Dental Insurance Kristi Durham, Benefits Manager Total Budget \$4,337,587 Gen Fund \$ -	Workers' Compensation Eric Machado, Risk Manager Total Budget \$3,621,015 Gen Fund \$ -
			Disability Insurance Kristi Durham, Benefits Manager Total Budget \$1,457,523 Gen Fund \$ -	Unemployment Eric Machado, Risk Manager Total Budget \$365,350 Gen Fund \$ -
			EAP/Wellness Kristi Durham, Benefits Manager Total Budget \$820,584 Gen Fund \$ -	
			Deferred Compensation Kristi Durham, Benefits Manager Total Budget \$5,682 Gen Fund \$ -	

* 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 budgetary within the department.



Office of the Director/Administrative Services

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

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

Employee Policy and Practices (EPP)/County Code Integration

During the fall of 2020 we conducted a Request for Proposal process through the Procurement Division to retain the services of a firm specializing in development of employment policies. The selected firm began their engagement in January, 2021, and have already made significant progress on many County employment policies. During the course of calendar year 2021, feedback from the County's Policy Committee prompted us to revisit a number of policies that were under revision to ensure the formatting edits were in line with the County's overall policy direction. To date, our team of consultants and internal staff subject matter experts have made significant edits to 25 Employment Policy and Practices (EPPs). Once edits are complete, next steps in the review process includes County Counsel, the Policy Committee, and County Administration or the Board of County Commissioners.

Internal Complaint Process

In response to a comprehensive audit of the County's practices related to Internal Complaints by the County's Internal Auditor, we have continued to evaluate our processes and apply the recommendations presented in the audit report. Our efforts to date include development of a County intranet page, an expanded complaint packet, expansion of investigator resources, and continued evaluation of our record-keeping practices. We will continue to make progress on the specific actions that will address the recommendations during FY 22/23.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	By 2021, 90% of Clackamas County managers agree or strongly agree that Human Resources is a strategic business partner.	90%	91%	90%	72%	90%
Result	80% of HR Lines of Business managers who report they "strongly agree" or "agree" that Administrative Services helps their line of business to achieve results, is efficient and timely in response, and is proactive in solving problems.	100%	100%	80%	100%	90%
Output	Number of revised Employee Policies and Procedures and County Code.	0	3	12	3	18
Output (NEW)	Number of Internal Complaints investigated per fiscal year.	n/a	13	10	3	10
Output (NEW)	By 2025 all Employment Policies and Practices will be current and reviewed every three years thereafter.	n/a	5%	20%	5%	17%

Performance Measures Narrative:

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

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

While we only reported three true internal complaint investigations through December 31, 2021, we have seen a significant increase in complaints during January and February of 2022, and expect to report a number close to the target of 10, despite continued remote work arrangements for many employees.

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

Office of the Director/Administrative Services

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	43,866	43,866	-
Federal, State, Local, All Other Gifts & Donations	9,241	19,111	8,183	8,183	-	(8,183)	-100%
Charges, Fees, License, Permits, Fines, Assessments	3,748,102	3,753,450	735,843	730,843	629,839	(106,004)	-14%
General Fund Support	517,644	858,460	212,498	212,498	221,512	9,014	4%
Operating Revenue	4,274,987	4,631,021	956,524	951,524	851,351	(105,173)	-11%
Total Revenue	4,274,987	4,631,021	956,524	951,524	895,217	(61,307)	-6%
Personnel Services	3,505,671	3,798,486	594,236	581,236	622,694	28,458	5%
Materials & Services	769,316	832,535	362,288	326,422	272,523	(89,765)	-25%
Operating Expense	4,274,987	4,631,021	956,524	907,658	895,217	(61,307)	-6%
Total Expense	4,274,987	4,631,021	956,524	907,658	895,217	(61,307)	-6%
Ending Fund Balance - Restricted				43,866			
Revenues Less Expenses	-	-	-	-	-	-	

Significant Issues and Changes



Administration

Workforce Data Management

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

Provide support to Classification and Compensation with the technology implementation of Oregon's Equal Pay Act. This included developing the tools within PeopleSoft to maintain classifications factors and to run Work of Comparable Character to group classifications. Create reports and provide guidance on data analysis of employee salary. WDM continues to collaborate with both Classification and Compensation team as well as Recruitment and Selections team to develop and streamline processes for equitable salary placement analysis for new hires and internal transfers.

Upcoming Initiatives (For FY 22-23)

Continue to collaborate with C&C and R&S to have the technology in place to automate salary placement analysis, leverage technology to adapt processes to become more agile and streamline. WDM will work on enhancing the equal pay analysis and other reports for C&C to use ensure compliance and equitable salary for all employees. Additionally, the WDM unit will work with Classifications & Compensations and Workforce Planning & Development to assist with the technology solution for the Pay for Performance system.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	95% of departments submitting Personnel Actions not needing material corrections.	95%	94%	95%	94% ¹	95%
Result (NEW)	80% of HR Managers, HR Staff, and PA Processors reporting by survey that business and system enhancements have improved their daily operations and achieve strategic results.	n/a	97%	80%	97% ¹	80%
Output	Number of data transactions provided	9,000	9236 ²	9,000	5115 ²	9,000
Output (NEW)	Number of Employee Self Service password resets.	n/a	1,478	400	652	400
Output (NEW)	Number of HR system enhancements.	n/a	13	10 ³	10	10 ³
Output (NEW)	Number of HR business process improvements.	n/a	4	10 ³	9	10 ³
Output	Number of Managers and staff trained (removed)	60	Discontinued	n/a	n/a	n/a

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

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

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

¹ Calendar year data 2021. This data is collected once a calendar year.

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

³ Measure is a quarterly reported measure, data reflects Q2.

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

Workforce Data Management

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	16,812	16,812	-98%
Federal, State, Local, All Other Gifts & Donations	-	-	100,000	20,000	20,000	20,000	-98%
Charges, Fees, License, Permits, Fines, Assessments	-	-	602,943	602,943	658,230	55,287	-
General Fund Support	-	-	217,499	217,499	221,512	4,013	-
Operating Revenue	-	-	920,442	840,442	899,742	79,300	-
Total Revenue	-	-	920,442	840,442	916,554	96,112	-0.4%
Personnel Services	-	-	758,652	663,774	777,305	18,653	2%
Materials & Services	-	-	161,790	159,856	139,249	(22,541)	-14%
Operating Expense	-	-	920,442	823,630	916,554	(3,888)	-0.4%
Total Expense	-	-	920,442	823,630	916,554	(3,888)	-0.4%
Ending Fund Balance - Restricted				16,812			
Revenues Less Expenses	-	-	-	-	-	-	

Significant Issues and Changes



Employee and Labor Relations

Employee and Labor Relations

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

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

The County is presently in negotiations with the Employees' Association for their three (3) contracts (Main, Part-time/Temporary and Housing Authority) ending June 30 2021, as well as with the American Federation of State County and Municipal Employees (AFSCME) for their three (3) contracts (WES, DTD and CCOM) also ending June 30, 2021, and with the Federation of Parole and Probation Officers (FOPPO) for their contract ending on June 30, 2022. Negotiations are slated to begin with the Peace Officers Association (POA) in early 2023 for their contract ending on June 30, 2023. We will also begin to bargain with the various unions the implementation of the County's findings related to the Equal Pay Audit.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result (NEW)	90% of corrective actions involving written reprimands, suspensions, demotions and employee terminations will have been vetted with E&LR before imposition.	n/a	100%	90%	100%	90%
Result (NEW)	90% of managers/supervisors/will have E&LR training biannually.	n/a	0%	90%	15%	90%
Output	Number of collective bargaining agreements and/or other labor agreements negotiated to resolution.	7	16	6	2	5
Output (NEW)	Number of managers and supervisors completing employee/labor relations training courses.	n/a	0	171	26	171
Output (NEW)	Number of corrective actions involving written reprimand and above vetted with E&LR before imposing.	n/a	9	28	13	20
Result	80% of grievances resolved prior to arbitration	65%	Discontinue	n/a	n/a	
Output	Number of disciplinary actions involving economic loss	18	Discontinue	n/a	n/a	
Output	Number of implemented performance improvement plans, work plans and/or other similar performance management related tools	n/a	n/a	n/a	n/a	

Performance Measures Narrative:

We have made solid progress in our new goal to engage in collaboration and consultation with County managers and supervisors during the progressive discipline process, as seen in our first measure above.

The COVID pandemic-related remote work schedule within the County contributed to the results for the E&LR training related measures during this fiscal year. The pandemic was also a considerable factor in the large number of labor agreements negotiated during this fiscal year. In partnership with Learning and Development, E&LR has been successful in rolling training back out to County leaders in a virtual setting. E&LR is taking strides to rework curriculum for virtual delivery and looks forward to providing more training in both a virtual and in person setting in the upcoming fiscal year.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



Employee and Labor Relations

Employee and Labor Relations

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	10,000	10,000	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	590,625	590,625	590,209	(416)	-0.1%
General Fund Support	-	-	297,292	297,292	221,512	(75,780)	-25%
Operating Revenue	-	-	887,917	887,917	811,721	(76,196)	-9%
Total Revenue	-	-	887,917	887,917	821,721	(66,196)	-7%
Personnel Services	-	-	683,627	683,627	636,786	(46,841)	-7%
Materials & Services	-	-	204,290	194,290	184,935	(19,355)	-9%
Operating Expense	-	-	887,917	877,917	821,721	(66,196)	-7%
Total Expense	-	-	887,917	877,917	821,721	(66,196)	-7%
Ending Fund Balance - Restricted				10,000			
Revenues Less Expenses	-	-	-	-	-	-	
Significant Issues and Changes							



Workforce Design

Classification and Compensation

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

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

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. In March 2021 the consultant's preliminary recommendations were presented to the County Administrator and the Board of County Commissioners.

Since March 2021, Classification & Compensation has been working with a new consultant to review the original consultant's methodology, findings and recommended modifications to County compensation structures, systems, policies. Classification & Compensation has worked with Workforce Data Management and Technology Services to establish a pay equity analysis framework and internal tool to automate part of the equal pay analysis process and have created a system to equitably determine starting pay for new hires and employees moving between classifications. Classification & Compensation is also in the process of revising and/or establishing pay practices and policies to eliminate the potential for pay equity issues moving forward.

Structured Classification Reviews

Clackamas County has around 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. In 2020, Classification & Compensation worked with a consultant, Recruitment & Selection staff and the Office of Equity & Inclusion to determine and assign Experience Minimum Qualifications for all classifications. In 2021, the County implemented these Minimum Qualification Experience requirements County-wide in order to create a consistent baseline when recruiting for positions within the same classification, regardless of department or division.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	By 2025, 100% of County classifications will have been reviewed for alignment with County business needs and market comparability within the past five years, and year over year thereafter.	20%	31%	20%	26%	35%
Result (NEW)	By 2025, County Departments will have access to tools and data necessary to support hiring decisions. ¹	n/a	20%	50%	20%	75%
Result (NEW)	By 2025, (full) implementation of Equal Pay Analysis recommendations under the direction of the Board of County Commissioners and the County Administrator.	n/a	n/a	25%	0%	50%
Output	Number of position allocations, recommendations and determinations provided.	250	321	300	185	250
Output	Number of market studies conducted (individual classifications and job families).	70	35	100	27	75
Output (NEW)	Number of new or revised classification specifications.	n/a	41	24	5	75
Output (NEW)	Number of Equal Pay Analysis recommendations. ²	n/a	265	795	459	700

Performance Measures Narrative:

New Classification and Compensation measures established/revised effective July 1, 2020. We continue to work toward our goal of ensuring that all County classifications have been reviewed and are market competitive. We expect the number of position allocations and Salary Placement Approvals (Equal Pay Analysis recommendations) to level off as the volume of COVID-related hires declines.

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

² Current terminology should replace "Equal Pay Analysis Recommendations" with "Salary Placement Approvals".

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

Classification and Compensation

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges, Fees, License, Permits, Fines, Assessments	-	-	661,394	661,394	857,801	196,407	30%
General Fund Support	-	-	291,504	291,504	221,512	(69,992)	-24%
Operating Revenue	-	-	952,898	952,898	1,079,313	126,415	13%
Total Revenue	-	-	952,899	952,898	1,079,313	126,415	13%
Personnel Services	-	-	790,109	808,908	915,877	125,768	16%
Materials & Services	-	-	162,790	143,990	163,436	646	0.4%
Operating Expense	-	-	952,899	952,898	1,079,313	126,415	13%
Total Expense	-	-	952,899	952,898	1,079,313	126,415	13%
Revenues Less Expenses	-	-	-	-	-	-	
Significant Issues and Changes							



Workforce Design Recruitment and Selection

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

Provide support to Classification and Compensation in the implementation of the Equal Pay Act. The Recruitment and Selection team continues to work closely with the Classification and Compensation team and other key stakeholders to review, and update as necessary, the tools, data and procedures related to creating job postings and establishing salary placements.

In partnership with the Office of Equity and Inclusion, identifying and implementing top recruitment and selection related EDI priorities.

Upcoming Initiatives (FY 22-23)

Continue to partner and support Classification and Compensation team in the implementation of the Equal Pay Act. Start to review business processes to adapt processes to become more agile and streamline. This includes looking at implementing a resume parsing tool which will help to reduce the time it takes to apply for a job while ensure the County has all necessary information from candidates to make selection decisions. Processes need to be more automated and less manual. The team will be looking at ways to make enhancements that focus on applicant improvement, hiring manager improvement, and HR process improvement.

Continue to partner with Office of Equity and Inclusion to enhance and adapt recruitment and selection process to be more inclusive. Establish priorities for recruitment and selection that are focused on EDI.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals 7/1/21 - 12/31/21	FY 22-23 Target
Result	70% of open positions are filled within 90 days from the date of requisition	38%	49%	70%	51%	70%
Output	Number of hires per year	259	267	320	209	250
Output	Number of job postings (recruitments) per year	211	201	260	214	260
Output	Number of recruitment outreach events per year	18	18	24	3	10

Performance Measures Narrative:

The target is no longer realistic for the reasons listed below regarding the FY Actuals. This target will continue to be tracked but not set a new target at this time since we continue to evaluate and make changes to our business procedures and process. We plan to identify a new result based on business changes by FY 2023 -24. In addition, we plan to look at output results during this time period as well to determine if there are new outputs that should be added or adjusted

A note regarding the "FY 21-22 Actuals as of 12/31/21". The most significant influence on these results for this time period is the effects of the COVID-19 pandemic. As a result of the pandemic, many areas in the county have received funding to hire positions related to specific needs such as H3S. This has resulted in an increase in recruitments. Further, it has become apparent on a national level that organizations are struggling with workforce and staffing challenges as a result of the pandemic. It has become harder to attract and retain qualified diverse candidates. The number of hires per year reflects the challenges we have faced. While the number of job postings per year has increased, this number truly reflects job postings completed/closed. As mentioned above, additional outputs will be looked at in the future to have a better understanding of our recruitment activity throughout the year. As business processes are updated and changed, the outputs will be updated and adjusted as well to align with changes made.

A note regarding the "FY 20-21 Actuals as of 12/31/20". The most significant influences to this result for this time period include: 1) additional staff time required to review policies and procedures to ensure compliance with the EPA (including but not limited to implementing standardized minimum qualifications in job postings and developing a salary placement process for ALL hires); 2. Additionally, the Oregon wildfires caused recruitments to be delayed or paused while hiring managers shifted their focus to providing service delivery for impacted customers.

A note regarding the "FY 19-20 Actuals" drop in % of positions filled in 90 days result: in addition to the two business process changes previously described, four additional influencers of this result are: 1) impacts of the hiring freeze that went into effect June 12, 2019 (departments paused a number of recruitments to more closely consider the necessity of filling their vacancies); 2) significant progress was made during this period to reduce the long standing recruitment backlog; while this is great news it negatively impacted this period's result due to the significant length of time some of these recruitments had been waiting prior to assignment; 3) additional steps/approvals at the job offer stage of the selection process necessitated by the Equal Pay Act required additional staff time to thoroughly review, consult, research, recommend and obtain approval for upper step appointments; 4) COVID-19 impacts (while we have never stopped recruiting, many recruitments were delayed or paused temporarily while most hiring managers were forced to shift their focus to daily operations to ensure customer service delivery needs were met when the state-wide shutdown forced the county to close all offices). All four of these factors negatively impacted this result.

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 and Selection

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	5,000	5,000	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	706,076	706,076	917,449	211,373	30%
General Fund Support	-	-	217,500	217,500	221,512	4,012	2%
Operating Revenue	-	-	923,576	923,576	1,138,961	215,385	23%
Total Revenue	-	-	923,576	923,576	1,143,961	220,385	24%
Personnel Services	-	-	811,786	811,786	952,145	140,359	17%
Materials & Services	-	-	111,790	106,790	191,816	80,026	72%
Operating Expense	-	-	923,576	918,576	1,143,961	220,385	24%
Total Expense	-	-	923,576	918,576	1,143,961	220,385	24%
Ending Fund Balance - Restricted				5,000			
Revenues Less Expenses	-	-	-	-	-	-	
Significant Issues and Changes							



Workforce Design

Workforce Development and Planning

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

Major Initiatives:

The Workforce Planning and Development (WPD) program supports countywide learning and development, change initiatives, leadership development and provides custom workforce planning services. The team, comprised of 2.9 FTE, focuses internal resources on custom efforts and utilizes vendor support to deliver services where time and resources are limited and outside expertise is beneficial. Much of the WPD budget dollars go towards learning events and training content. We see an opportunity in 22/23 to update the current metrics to better reflect our program.

- **Employee Engagement:** In FY 21/22, we partnered with TalentMap to successfully launch our second County-wide employee engagement survey in November 2021. This year we intentionally moved quickly (within six weeks of survey close) to share County results and meet with each department leadership team to facilitate discussions. In Spring of 2022, all Departments will set goals and create action plans focused on identified areas of opportunity. The third survey will launch in fall of FY 23/24.

- **Performance Feedback:** The past few years have been challenging in terms of continuing progress of the County's performance feedback process, Clarify, Converse, Capture. Prior to putting this framework in place in 2018, less than 40% of employees received reviews. We saw upward movement in FY 19/20 and then a downward trend in FY 20/21 and now, FY 21/22. We can attribute this downward trend to lack of prioritization and accountability. Given the direction to move from tenure-based toward a pay for performance system, the 22/23 fiscal year brings an opportunity to re-energize this framework, invest in a system and develop an accountability structure.

- **Organizational Learning and Development:** 21/22 has been a year of just in time, short learning bites on a virtual platform. This trend will continue into the future. We renewed our contract with Proctions and enhanced our eLearning platform. We rolled out numerous compliance-based courses to support OSHA guidelines and also, to promote our focus on workplace violence prevention. We intend to use this platform to maximize new employee onboarding in 22/23. Other learning opportunities have been focused on supporting employees during a time of change, including organizational skills, project management, communications, resiliency, stress management, mental health and wellness.

- **Manager Communications and Development:** It has been a challenging few years for supervisors and managers and continues to be. Through Monthly Manager Meetings (MMM), we supported our County Administrator to enhance communications and transparency on important topics. These past few years have taught us the importance of peer to peer learning. In addition to MMMs, we created new supervisor peer groups in 21/22 and in 22/23, plan to rollout peer groups focused on leading hybrid teams. We've identified core supervisory expectations and in 22/23, plan to identify learning gaps and create a curriculum for managers. We look forward to Leadership Academy cohort #8 in 22/23 and continuing to offer learning opportunities to support all supervisors/managers.

- **Workforce Planning:** Meeting departments where they are at with Workforce Planning will continue to be a focus in FY 22/23. In addition, as we look at turnover trends and employee engagement data, data analytics will help us prepare for the future. Succession planning is going to be critical in preparing for the future.

- **Continue to partner with Equity and Inclusion Office** and support their rollout of foundational, custom learning for all employees and supervisors/managers. FY 21/22, we supported the rollout of foundational training for all supervisors and managers. Feedback has been very positive. We continue to apply an equity lens to all learning programs.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result (NEW)	50% of County departments will have workforce planning strategies looking ahead 2-5 years that are aligned with their strategic business plan in consultation with the Workforce Planning and Development program.	n/a	25%	50%	25%	50%
Result	90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time.	95%	92%	90%	88.5% ¹	90%
Result	90% of employees will have a documented summary of performance at least annually.	86%	61%	90%	61%	90%
Output (NEW)	Number of Workforce planning consultations.	n/a	17	n/a	15	n/a
Output	Number of County employees engaged in learning events.	2000	571	2000	2400	2400
Output (NEW)	Number of employees with a documented summary of performance each year.	n/a	1070	n/a	839	1800
Output	Number of workforce plans developed	n/a	n/a	n/a	n/a	
Result	By 2021 90% of County departments will have workforce planning elements integrated into their strategic business plan	85%	Discontinue	n/a	n/a	
Output	Number of employees engaging with the Leadership Academy	45	Discontinue	n/a	n/a	
Output	Number of County employees registered for formal learning events	2000	Discontinue	n/a	n/a	

Performance Measures Narrative:

We'll see volatility in number of employees registered for events depending on required annual trainings. percentage of Q1 and Q2 data

¹ Average

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 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	27,966	27,966	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	466,824	466,824	401,141	(65,683)	-14%
General Fund Support	-	-	217,499	217,499	221,512	4,013	2%
Operating Revenue	-	-	684,323	684,323	622,653	(61,670)	-9%
Total Revenue	-	-	684,323	684,323	650,619	(33,704)	-5%
Personnel Services	-	-	402,533	402,534	420,218	17,685	4%
Materials & Services	-	-	281,790	253,823	230,401	(51,389)	-18%
Operating Expense	-	-	684,323	656,357	650,619	(33,704)	-5%
Total Expense	-	-	684,323	656,357	650,619	(33,704)	-5%
Ending Fund Balance - Restricted				27,966			
Revenues Less Expenses	-	-	-	-	-	-	
Significant Issues and Changes							



Benefits and Wellness

Benefits Administration

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

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

Developed Benefit Service Delivery Strategy:

- Identified services required, including priority and level of services
- Communication and engagement
- Performance Measures
- Recommended organizational structure
- Audit and control recommendations

In September 2021, we kicked off Phase 3 of our Benefits Service Delivery Transformation, continuing this work with an outside consultant in order to prepare to implement our service delivery strategy. A primary objective of this phase is to identify and onboard a benefits administration third-party vendor in order to move the County from transactional benefits administration to strategically managed benefits delivery. This project will continue into FY 22-23.

Phase 3 is comprised of three phase gates with clearly defined objectives to help the county realize its strategy and achieve success in the following areas:

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

FY 21/22 Additional Benefits, Leave, and Wellness efforts:

- Reduced employee benefit waiting period in response to department and recruitment needs
- Redesigned ADA interactive process workflow, documents and web content to improve customer experience
- Implemented online claim filing processes with our short- and long-term disability vendor for non-occupational disabilities to expedite claims requests and provide additional online claim monitoring resources for employees.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result (NEW)	80% of employees return to work within 90 days of initial non-occupational short-term disability.	n/a	90%	80%	90%*	90%
Result (NEW)	90% of supervisor and manager survey responses indicate "agree" or "strongly agree" they have timely and accurate information about their employees' protected leaves and disability.	n/a	n/a	90%	70% ¹	90%
Result (NEW)	Annual alignment of wellness programs with workforce need.	n/a	n/a	20%	5%	20%
Output (NEW)	Number of medical leave requests.	n/a	n/a	524	182	450
Output (NEW)	Number of Wellness Program class participants.	n/a	n/a	100	26	150
Output (NEW)	Number of enrollment changes.	n/a	n/a	3960	4600	4500
Result	90% of Wellness class surveys indicate "agree" or "strongly agree" that the class contributes to well-being	97%	Discontinue	n/a	n/a	
Result	90% of Expected/Open Leave Cases in PeopleSoft HR are accurate	100%	Discontinue	n/a	n/a	
Result	80% of employees return to work within 180 days of initial non-occupational disability claim	85%	Discontinue	n/a	n/a	

Performance Measures Narrative:

By implementing the benefits service delivery strategy, the Benefits & Wellness division will have access to relevant, accurate and timely program data and dashboards, which are not currently available. This will allow for development of expanded Performance Clackamas results and outputs to drive better program performance and accountability.

* Represents FY 20-21 Actual. These results will be measured for the full fiscal year on June 30, 2022.

Wellness alignment and Benefit enrollment changes are part of the Benefit Service Delivery Strategy.

¹ Calendar year data 2021. This data is collected once a calendar 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 (with 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.



Benefits and Wellness

Benefits Administration

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,076,135	2,883,320	2,581,810	2,896,090	2,036,817	(544,993)	-21%
Federal, State, Local, All Other Gifts & Donations	2,563	10,592	6,211	6,211	-	(6,211)	-100%
Charges, Fees, License, Permits, Fines, Assessments	3,614,381	2,046,033	1,902,955	1,655,078	1,655,078	(247,877)	-13%
All Other Revenue Resources	199,443	207,306	153,100	153,200	153,200	100	0%
Operating Revenue	3,816,387	2,263,931	2,062,266	1,814,489	1,808,278	(253,988)	-12%
Total Revenue	4,892,522	5,147,251	4,644,076	4,710,579	3,845,095	(798,981)	-17%
Personnel Services	1,557,973	1,529,903	1,773,295	1,642,617	1,809,207	35,912	2%
Materials & Services	451,229	721,257	958,667	1,031,145	1,286,082	327,415	34%
Operating Expense	2,009,202	2,251,160	2,731,962	2,673,762	3,095,289	363,327	13%
Contingency	-	-	1,912,114	-	749,806	(1,162,308)	-61%
Total Expense	2,009,202	2,251,160	4,644,076	2,673,762	3,845,095	(798,981)	-17%
Ending Fund Balance - Restricted				2,036,817			
Revenues Less Expenses	2,883,320	2,896,090	-	-	-	-	
Significant Issues and Changes							



Benefits and Wellness

Medical Insurance

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Output (NEW)	Number of enrollment changes.	n/a	n/a	3960	4600	4500

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.



Benefits and Wellness

Medical Insurance

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	8,684,900	11,940,003	13,146,807	16,418,677	20,670,114	7,523,307	57%
All Other Revenue Resources	27,363,855	29,457,396	28,967,562	26,933,133	28,279,787	(687,775)	-2%
Operating Revenue	27,363,855	29,457,396	28,967,562	26,933,133	28,279,787	(687,775)	-2%
Total Revenue	36,048,755	41,397,399	42,114,369	43,351,810	48,949,901	6,835,532	16%
Materials & Services	24,108,752	24,978,722	33,572,643	22,681,696	28,865,632	(4,707,011)	-14%
Operating Expense	24,108,752	24,978,722	33,572,643	22,681,696	28,865,632	(4,707,011)	-14%
Reserve for Future Expenditures	-	-	2,162,700	20,670,114	2,700,000	537,300	25%
Contingency	-	-	6,379,026	-	17,384,269	11,005,243	173%
Total Expense	24,108,752	24,978,722	42,114,369	43,351,810	48,949,901	6,835,532	16%
Ending Fund Balance - Restricted				20,670,114			
Revenues Less Expenses	11,940,003	16,418,677	-	-	-	-	

Significant Issues and Changes



Benefits and Wellness

Dental Insurance

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

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



Benefits and Wellness

Dental Insurance

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,100,918	1,488,578	1,718,528	1,800,854	2,123,364	404,836	23.6%
All Other Revenue Resources	2,320,657	2,422,627	2,440,446	2,214,223	2,214,223	(226,223)	-9.3%
Operating Revenue	2,320,657	2,422,627	2,440,446	2,214,223	2,214,223	(226,223)	-9.3%
Total Revenue	3,421,575	3,911,205	4,158,974	4,015,077	4,337,587	178,613	4.3%
Materials & Services	1,932,997	2,110,351	2,431,706	1,891,713	2,094,868	(336,838)	-13.9%
Operating Expense	1,932,997	2,110,351	2,431,706	1,891,713	2,094,868	(336,838)	-13.9%
Reserve for Future Expenditures	-	-	255,700	-	245,300	(10,400)	-4.1%
Contingency	-	-	1,471,568	-	1,997,419	525,851	35.7%
Total Expense	1,932,997	2,110,351	4,158,974	1,891,713	4,337,587	178,613	4.3%
Ending Fund Balance - Restricted				2,123,364			
Revenues Less Expenses	1,488,578	1,800,854	-	-	-	-	
Significant Issues and Changes							



Benefits and Wellness

Disability Insurance

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result (NEW)	80% of employees return to work within 90 days of initial non-occupational short-term disability.	n/a	90%	80%	90%	90%
Result (NEW)	90% of supervisor and manager survey responses indicate "agree or "strongly agree" they have timely and accurate information about their employees' protected leaves and disability.	n/a	n/a	90%	70% ¹	90%
Output (NEW)	Number of medical leave requests.	n/a	n/a	524	182	450

¹ Calendar year data 2021. This data is collected once a calendar year.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation



Benefits and Wellness

Disability Insurance

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	770,994	833,180	973,566	992,564	1,172,381	198,815	20%
All Other Revenue Resources	293,393	312,487	299,800	285,142	285,142	(14,658)	-5%
Operating Revenue	293,393	312,487	299,800	285,142	285,142	(14,658)	-5%
Total Revenue	1,064,387	1,145,667	1,273,366	1,277,706	1,457,523	184,157	14%
Materials & Services	231,207	153,104	426,135	105,325	305,325	(120,810)	-28%
Operating Expense	231,207	153,104	426,135	105,325	305,325	(120,810)	-28%
Reserve for Future Expenditures	-	-	58,252	-	58,252	-	-
Contingency	-	-	788,979	-	1,093,946	304,967	39%
Total Expense	231,207	153,104	1,273,366	105,325	1,457,523	184,157	14%
Ending Fund Balance - Restricted				1,172,381			
Revenues Less Expenses	833,180	992,563	-	-	-	-	

Significant Issues and Changes



Benefits and Wellness

Employee Assistance Program/Wellness

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result (NEW)	Annual alignment of wellness programs with workforce need.	n/a	n/a	20%	5%	20%
Output (NEW)	Number of Wellness Program class participants.	n/a	n/a	100	26	150

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



Benefits and Wellness

Employee Assistance Program/Wellness

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	610,869	627,630	654,577	682,466	662,739	8,162	1%
Charges, Fees, License, Permits, Fines, Assessments	84,161	88,454	84,000	77,412	77,412	(6,588)	-8%
All Other Revenue Resources	80,462	85,755	84,450	80,433	80,433	(4,017)	-5%
Operating Revenue	164,623	174,209	168,450	157,845	157,845	(10,605)	-6%
Total Revenue	775,492	801,839	823,027	840,311	820,584	(2,443)	-0.3%
Materials & Services	147,862	119,373	168,450	177,572	177,572	9,122	5%
Operating Expense	147,862	119,373	168,450	177,572	177,572	9,122	5%
Contingency	-	-	654,577	-	643,012	(11,565)	-2%
Total Expense	147,862	119,373	823,027	177,572	820,584	(2,443)	-0.3%
Ending Fund Balance - Restricted				662,739			
Revenues Less Expenses	627,630	682,466	-	-	-	-	
Significant Issues and Changes							



Benefits and Wellness

Deferred Compensation

Purpose Statement

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

SERVICES:

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

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



Benefits and Wellness

Deferred Compensation

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	2,082	2,082	2,082	2,082	5,682	3,600	173%
All Other Revenue Resources	2,004	100	5,400	5,400	-	(5,400)	-100%
Operating Revenue	2,004	100	5,400	5,400	-	(5,400)	-100%
Total Revenue	4,086	2,182	7,482	7,482	5,682	(1,800)	-24%
Materials & Services	2,004	100	5,400	1,800	4,700	(700)	-13%
Operating Expense	2,004	100	5,400	1,800	4,700	(700)	-13%
Contingency	-	-	2,082	-	982	(1,100)	-53%
Total Expense	2,004	100	7,482	1,800	5,682	(1,800)	-24%
Ending Fund Balance - Restricted				5,682			
Revenues Less Expenses	2,082	2,082	-	-	-	-	

Significant Issues and Changes



Risk & Safety Management

Risk Administration

Purpose Statement

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

Performance Narrative Statement

Major Initiatives/Goals:

COVID-19 pandemic risk and safety response and management:

From education, to risk reduction, safety management, and OSHA compliance, the Risk and Safety team is continuing to prioritize this as we head into our third year of the pandemic.

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

Countless efficiency improvements are emerging, thereby reducing administrative burden and allowing more time toward analysis and management of County risks and claims.

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

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	Clackamas County will maintain a workers' compensation rating below the state's industry average.	0.71	0.71	1	0.74	1
Results	Maintain Clackamas County's ratio of actual liability claims losses paid to the actuarial estimate at 1 or below	0.65	0.60	1	Due close of books for FY 22	1
Result	By 2025, all classification specifications will contain risk management responsibilities.	0%	0%	100%	0%	100%
Result	By 2025, departments will have access to real time risk management data (examples: injury trends, claim expenses).	n/a	100%	100%	100%	100%
Output	Number of ergonomic assessments provided quarterly	20	21	25	24	25
Output	Number of liability claims.	n/a	21	120	40	120
Output	Number of workers' compensation claims processed quarterly	28	32	30	76	30
Output	Number of driving checks	376	379	380	257	400
Output	Number of unemployment claims.	n/a	104	120	120	120

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

The "Outputs" are broken down into five categories:

Ergonomics, liability claims, workers' compensation claims, driving checks and unemployment claims processed. Huge increases seen in unemployment claims last year, and not rolling over into increased driving checks this year, as a result of the COVID 19 pandemic.

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



Risk & Safety Management

Risk Administration

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	233,511	-	12,262	383,111	56,134	43,872	358%
Federal, State, Local, All Other Gifts & Donations	12,328	18,792	9,112	9,112	-	(9,112)	-100%
Charges, Fees, License, Permits, Fines, Assessments	-	1,825,032	1,628,709	1,628,709	1,669,427	40,718	3%
All Other Revenue Resources	167,474	188,474	168,443	-	-	(168,443)	-100%
Operating Revenue	179,802	2,032,298	1,806,264	1,637,821	1,669,427	(136,837)	-8%
Total Revenue	413,313	2,032,298	1,818,526	2,020,932	1,725,561	(92,965)	-5%
Personnel Services	1,124,624	1,402,639	1,495,376	1,326,933	1,410,925	(84,451)	-6%
Materials & Services	243,870	246,936	260,888	237,865	250,349	(10,539)	-4%
Operating Expense	1,368,494	1,649,575	1,756,264	1,564,798	1,661,274	(94,990)	-5%
Contingency	-	-	62,262	-	64,287	2,025	3%
Total Expense	1,368,494	1,649,575	1,818,526	1,564,798	1,725,561	(92,965)	-5%
Ending Fund Balance - Restricted				456,134			
Revenues Less Expenses	(955,181)	382,723	-	-	-	-	
Significant Issues and Changes							



Risk & Safety Management

Casualty/Liability

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Output	Number of liability claims.	n/a	83	120	40	120
Results	Maintain Clackamas County's ratio of actual liability claims losses paid to the actuarial estimate at 1 or below	0.65	0.60	1	Due close of books for FY 22	1

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation



Risk & Safety Management

Casualty/Liability

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	10,081,438	10,610,071	10,288,026	10,045,372	10,045,203	(242,823)	-2%
Charges, Fees, License, Permits, Fines, Assessments	3,176,426	1,888,229	1,983,253	2,083,253	2,132,335	149,082	8%
All Other Revenue Resources	160,531	138,286	175,000	125,000	100,000	(75,000)	-43%
Operating Revenue	3,336,957	2,026,515	2,158,253	2,208,253	2,232,335	74,082	3%
Total Revenue	13,418,395	12,636,586	12,446,279	12,253,625	12,277,538	(168,741)	-1%
Materials & Services	1,853,142	1,583,851	2,154,262	2,208,422	2,222,850	68,588	3%
Transfers	-	1,000,000	-	-	-	-	0%
Operating Expense	1,853,142	2,583,851	2,154,262	2,208,422	2,222,850	68,588	3%
Reserve for Future Expenditures	-	-	6,625,000	-	6,701,000	76,000	1%
Contingency	-	-	3,667,017	-	3,353,688	(313,329)	-9%
Total Expense	1,853,142	2,583,851	12,446,279	2,208,422	12,277,538	(168,741)	-1%
Ending Fund Balance - Restricted				10,045,203			
Revenues Less Expenses	11,565,253	10,052,735	-	-	-	-	
Significant Issues and Changes							



Risk & Safety Management

Workers' Compensation

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	Clackamas County will maintain a workers' compensation rating below the state's industry average.	0.71	0.71	1	0.74	1
Output	Number of workers' compensation claims processed quarterly	28	32	30	36	30

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



Risk & Safety Management

Workers' Compensation

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	2,194,305	2,588,377	2,277,736	2,207,713	2,398,151	120,415	5%
Charges, Fees, License, Permits, Fines, Assessments	1,784,998	1,094,177	1,193,038	1,193,038	1,222,864	29,826	3%
Operating Revenue	1,784,998	1,094,177	1,193,038	1,193,038	1,222,864	29,826	3%
Total Revenue	3,979,303	3,682,554	3,470,774	3,400,751	3,621,015	150,241	4%
Materials & Services	1,390,926	1,473,886	1,246,000	1,402,600	1,290,500	44,500	4%
Operating Expense	1,390,926	1,473,886	1,246,000	1,402,600	1,290,500	44,500	4%
Reserve for Future Expenditures	-	-	1,735,000	-	2,141,000	406,000	23%
Contingency	-	-	489,774	-	189,515	(300,259)	-61%
Total Expense	1,390,926	1,473,886	3,470,774	1,402,600	3,621,015	150,241	4%
Ending Fund Balance - Restricted				1,998,151			
Revenues Less Expenses	2,588,377	2,208,668	-	-	-	-	
Significant Issues and Changes							



Risk & Safety Management

Unemployment

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Output	Number of Unemployment Claims.	n/a	450	120	120	120

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



Risk & Safety Management

Unemployment

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	174,237	170,837	167,337	169,150	165,350	(1,987)	-1%
Charges, Fees, License, Permits, Fines, Assessments	180,528	222,404	300,000	200,000	200,000	(100,000)	-33%
Operating Revenue	180,528	222,404	300,000	200,000	200,000	(100,000)	-33%
Total Revenue	354,765	393,241	467,337	369,150	365,350	(101,987)	-22%
Materials & Services	183,928	224,091	303,800	203,800	203,800	(100,000)	-33%
Operating Expense	183,928	224,091	303,800	203,800	203,800	(100,000)	-33%
Contingency	-	-	163,537	-	161,550	(1,987)	-1%
Total Expense	183,928	224,091	467,337	203,800	365,350	(101,987)	-22%
Ending Fund Balance - Restricted				165,350			
Revenues Less Expenses	170,837	169,150	-	-	-	-	
Significant Issues and Changes							



Public and Government Affairs

FY 22-23 BUDGET PRESENTATION



FY 21-22 Major Accomplishments

AREA	DESCRIPTION
Strategy & Policy	Successfully worked with Comcast to convert the county's cable channel to high-definition delivery that will substantially increase access for county residents.
	Staff has prioritized skill acquisition in equity, diversity, and inclusion practices through quarterly trainings, ongoing coaching, and audits of our communication materials.
Communications & Community Engagement	Launched a countywide photo and digital asset library to support the one-county approach and move the county toward a unified brand strategy.
	Received the top Spotlight Award from the Oregon Chapter of the Public Relations Society of America for its wildfire communications.
	Continues to maintain a robust social media and web presence, with more than 7 million impressions on our social media channels and nearly 650,000 web hits to date in this fiscal year.
	Developed a framework that guides the county's community engagement efforts and proactive public involvement strategies that expand opportunities for residents to provide input into our programs, services, and initiatives.
	Continues to support 3 hamlets, 47 advisory boards/councils, and 28 community planning organizations.
	Secured PrimeGov, a data management system to streamline support and administration of the advisory board/councils program across the county.
Government Relations	Leveraged substantial federal, state, and local dollars to deliver the county's most successful legislative outcomes as measured by dollars coming into the county for project needs (more than \$100 million).
	Successfully secured \$94.5 million for the Clackamas County courthouse replacement and \$400 million for a housing and homeless package at the state level.
	Successfully secured \$6.2 million in federal earmarks to fund repairs to the Willamette Falls Locks.

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure	FY 19-20 Actual	FY 20-21 Target	FY 21-22 Projected Performance	FY 22-23 Target
Strategy and Policy	Percent of departments rate PGA services as good or excellent	94%	95%	97%	98%
Community Engagement	PGA will provide training to county departments in community engagement standards based on established guidelines	NA ¹	NA ¹	20%	50%
Communications	Percent of communication plans include public engagement input consistent with community engagement standards	NA ¹	15%	100%	100%
Government Relations	Percent of state policy objectives achieved	NA ¹	70%	78%	70%
NA ¹ A new measure with targets established for FY 20-21, with the exception of one measure whose first target was set for FY 21-22.					

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Strategy, Policy, and Brand	Strategy and Policy	\$1,105,116	12%	20%	IGA	78%	100% Meet or Exceed
	County Brand Identity	\$70,000	0%	0%	None	100%	50% Meet or Exceed
Communications, Engagement, and Advocacy	Communications and Community Engagement	\$4,079,387	76%	0%	State	75%	50% Meet or Exceed
	Government and External Relations	\$954,459	12%	6%	State/IGA	80%	44

Department Summary by Fund



Public and Government Affairs (17)

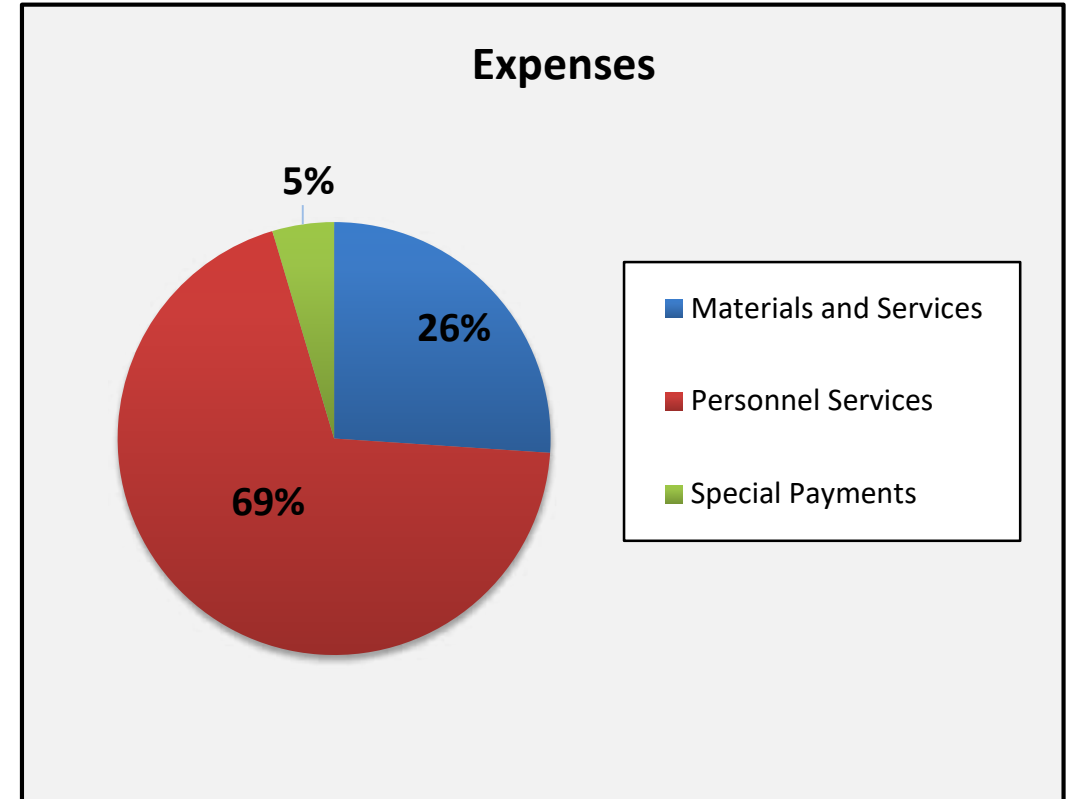
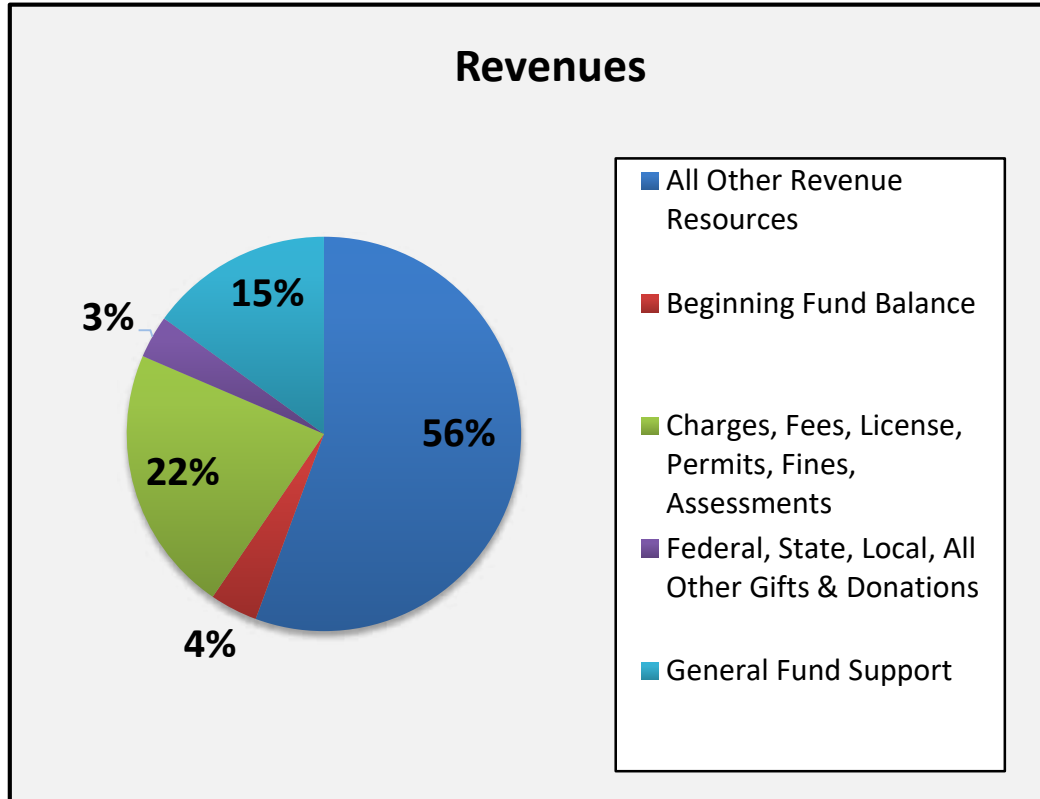
Department Budget Summary by Fund

Line of Business		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
Program	Prog #	FTE	General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**
Strategy, Policy and Brand Identity						
Strategy and Policy	170101	3.5	1,105,116		1,105,116	109,437
County Brand Identity	170102	0.0	70,000		70,000	-
Communications, Engagement and Advocacy						
Communications and Community Engagement	170202	17.0	4,079,387		4,079,387	713,602
Governmental and External Relations	170203	4.0	954,459		954,459	110,991
TOTAL		24.5	6,208,962		6,208,962	934,030
FY 21-22 Budget		24.5	6,090,742	9,446	6,100,188	915,711
\$ Increase (Decrease)		0.0	118,220	-9,446	108,774	18,319
% Increase (Decrease)		0.0%	1.9%	-100.0%	1.8%	2.0%

* FY21-22 ARPA revenue of \$9,446 offset by same amount in Personnel Services expense category.

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

FY 22-23 Revenue and Expenses



Summary of Revenue and Expenses

Public & Government Affairs (17)							
	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	454,618	179,202	168,648	168,648	242,698	74,050	43.9%
Federal, State, Local, All Other Gifts & Donations*	673,659	602,102	312,119	245,390	217,363	(94,756)	-30.4%
Charges, Fees, License, Permits, Fines, Assessments	1,419,854	1,372,586	1,362,424	1,362,451	1,360,795	(1,629)	-0.1%
All Other Revenue Resources	2,616,428	2,637,433	3,331,839	3,183,759	3,454,076	122,237	3.7%
General Fund Support	-	-	915,711	915,711	934,030	18,319	2.0%
Operating Revenue	4,709,941	4,612,121	5,922,093	5,707,311	5,966,264	44,171	0.7%
Total Revenue	5,164,559	4,791,323	6,090,742	5,875,959	6,208,962	118,220	1.9%
Personnel Services*	3,416,202	3,694,952	3,866,970	3,898,538	4,305,234	438,264	11.3%
Materials and Services	1,840,307	935,181	1,683,926	1,400,081	1,617,667	(66,259)	-3.9%
Capital Outlay	-	37,749	-	30,000	-	-	-
Operating Expenditure	5,256,509	4,667,882	5,550,896	5,328,619	5,922,901	372,005	6.7%
Special Payments	6,278	262,920	539,846	304,642	286,061	(253,785)	-47.0%
Total Expense	5,262,786	4,930,802	6,090,742	5,633,261	6,208,962	118,220	1.9%
Ending Fund Balance - Restricted				242,698			
Revenue Less Expense**	(98,227)	(139,479)	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	22.0	22.0	24.5	24.5	24.5	0.0	0%

*FY21-22 ARPA revenue of \$9,446 offset by same amount in Personnel Services expense category.

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
PGA continues to see a decrease in cable franchise fees due to the closure of several cable franchises.	Franchise fees are PGA's sole source of external revenue. As these decline, the department relies more heavily on general fund support.
Core PGA staff capacity has not grown in more than three years as allocated costs have not been adjusted since 2017.	County departments have had to fund PGA positions to support their growing needs. PGA has had limited resources to support the growing demands.
PGA reaches every county household with its print magazine, <i>#MyClackCo</i> , increasing awareness among residents of the county's services and programs.	Budget reductions have limited distribution of the magazine to twice yearly, as compared to quarterly two years ago.
The demand for deep and authentic community engagement continues to grow across programs and initiatives throughout all public-facing departments.	With limited resources to support these growing demands, PGA has dedicated significant staff resources to creating resources and tools, such as the community engagement framework, to support this work.
The need to meet the county's inclusive communication goals will require more translated products and resources.	Without adequate investment and resources, PGA has limited opportunity to make the county's communication resources available to residents who speak a language other than English.
The need to engage local government stakeholders is growing as more state dollars are allocated to support key county initiatives.	Without a unified, one-county approach coordinated by PGA, the county may face multiple priorities competing for the county's limited resources.

End of Presentation



Public and Government Affairs (17)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog #</i>	FTE	General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**
Strategy, Policy and Brand Identity						
Strategy and Policy	170101	3.5	1,105,116		1,105,116	109,437
County Brand Identity	170102	0.0	70,000		70,000	-
Communications, Engagement and Advocacy						
Communications and Community Engagement	170202	17.0	4,079,387		4,079,387	713,602
Governmental and External Relations	170203	4.0	954,459		954,459	110,991
TOTAL		24.5	6,208,962		6,208,962	934,030
FY 21-22 Budget						
		24.5	6,090,742	9,446	6,100,188	915,711
\$ Increase (Decrease)		0.0	118,220	-9,446	108,774	18,319
% Increase (Decrease)		0.0%	1.9%	-100.0%	1.8%	2.0%

* FY21-22 ARPA revenue of \$9,446 offset by same amount in Personnel Services expense category.

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



Public and Government Affairs Department

Department Mission

The mission of the Department of Public and Government Affairs is to provide timely and reliable information, equitable public engagement, strategy, and advocacy services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials so they can thrive, build connection and trust with their government, and impact the future of their community.

Public and Government Affairs Department (17)

Sue Hildick, Director

FTE 24.5

Total Proposed \$ 6,208,962

General Fund Support \$ 934,030

Strategy, Policy and County Brand Identity

Sue Hildick - Director

Total Proposed
\$1,175,116

Gen Fund 109,437

Communications, Engagement & Advocacy

Tonia Holowetzki - Deputy Director
Chris Lyons - Manager

Total Proposed
\$5,033,846

Gen Fund \$824,593

Strategy and Policy

Sue Hildick - Director

FTE 3.5
Total Proposed
\$1,105,116

Gen Fund \$109,437

Communications

Tonia Holowetzki - Deputy Director

FTE 17.0
Total Proposed
\$4,079,387

Gen Fund \$713,602

County Brand Identity

Sue Hildick - Director
FTE 0.0

Total Proposed
\$70,000

Gen Fund -

Government/External Relations Community Engagement

Chris Lyons - Manager
FTE 4.0

Total Proposed
\$954,459

Gen Fund \$110,991



Strategy, Policy and County Brand Identity

Strategy and Policy





Purpose Statement

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

Performance Narrative Statement

The Strategy and Policy Program has a budget of \$1,105,116, which is a 26% decrease from the previous fiscal year. This is primarily due to staffing reductions/reallocations in the program and a continued decrease in revenue from franchise and PEG fees. The franchise fees help support PGA's operation expenses. The PEG fees are dedicated funds that can only be used for cable TV access channels and access centers.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
	Result % of employees receive annual performance evaluations ¹	100%	100%	100%	100%	100%
	Result % of departments rate PGA services as good or excellent ¹	94%	95%	95%	97%	98%
	Result By 2021, PGA will align its structure, and centralize all County communications and government relations staff, strategy, and budget to optimize our ability to achieve results and clarify lines of authority and responsibility. ²	New Measure	75%	100%	95%	100%
	Result By 2021, the County will partner with the Coalition of Communities of Color to produce a comprehensive report on the lived realities of people of color in Clackamas County as a starting point to better understand our audiences in partnership with the Office of Equity and Inclusion.	New Measure	100%	Completed (Phase 1)	Completed (Phase 1)	Completed (Phase 1)

¹ The first two results listed above are from PGA's 2016 MFR Plan. These results did not carry forward to PGA's new 2020 MFR Plan but PGA is tracking the data separately.

Program includes:

Mandated Services ☐ Yes

Shared Services ☐ Yes

Grant Funding ☐ No

Explain all "Yes" boxes below

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

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

Explanation

Performance Narratives

¹PGA received high marks from other departments for its services and collaboration in its internal survey results conducted in November 2021. Example comment include:

"The role model of other internal service providers -- just sayin"

"PGA staff is excellent"

"PGA staff are outstanding to work with and truly professional. I enjoy working with them."

²PGA has dedicated significant time and resources to improve and align its structure, and centralize all county communications and government relations staff, strategy, and budget to optimize our ability to achieve results and clarify lines of authority and responsibility.



Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year- End	FY22-23 Proposed Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	79,173	113,544	106,970	106,970	115,000	8,030	8%
Federal, State, Local, All Other Gifts & Donations	411,574	334,352	304,792	238,063	217,363	(87,429)	-29%
Charges, Fees, License, Permits, Fines, Assessments	-	-	61,505	61,505	61,505	-	-
All Other Revenue Resources	754,122	412,606	938,077	854,366	601,811	(336,266)	-36%
General Fund Support	-	-	79,098	79,098	109,437	30,339	38%
Operating Revenue	1,165,696	746,958	1,383,472	1,233,032	990,116	(393,356)	-28%
Total Revenue	1,244,869	860,502	1,490,442	1,340,002	1,105,116	(385,326)	-26%
Personnel Services	764,912	867,740	869,709	761,082	737,472	(132,237)	-15%
Materials and Services	369,580	102,772	149,585	140,278	150,281	696	0.5%
Capital Outlay	-	37,749	-	30,000	-	-	-
Operating Expense	1,134,492	1,008,261	1,019,294	931,360	887,753	(131,541)	-13%
Special Payments	-	258,516	471,148	235,944	217,363	(253,785)	-54%
Total Expense	1,134,492	1,266,777	1,490,442	1,167,304	1,105,116	(385,326)	-26%
Ending Fund Balance - Restricted				172,698			
Revenues Less Expenses	110,377	(406,275)	-	-	-	-	-

Significant Issues and Changes

The budget for this line of business reflects a continued decrease in revenue from PEG fees (29%) and franchise fees (36%), which impacts PGA's budget across all lines of business. As a result of this loss, the Strategy & Policy line of business has an increased need for General Funds as compared with the last fiscal year (38% increase). The loss of PEG revenue also reduces PGA's ability to provide PEG funding to community cable providers through special payments (54% reduction), as well as reduction in funds for the county's cable channel.

The budget also reflects a reduction in personnel (15%). This is due to one position moving to the Government/External Relations line of business and a vacant management position that has also been reduced by a .5 FTE.



Strategy, Policy and Brand Identity





County Brand Identity Program

Purpose Statement

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

Performance Narrative Statement

PGA's 2020 MFR Plan created the County Brand Identity Program. The budget for this new program is \$70,000. The resources will be used to continue the development of the County Brand Identity.

		FY 19-20 Actual	FY 20-21 Actual	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
 Result	By 2022, 75% of County staff will be able to articulate the County's brand identity ¹	New Measure	0%	20%	75%	—	—
 Result	By 2024, 25% more of those surveyed confirm they have positive feelings toward the County ²	New Measure	n/a	n/a	n/a	n/a	n/a
 Result	% core products will be consistent with the County brand identity ¹	New Measure	n/a	n/a	n/a	n/a	n/a
 Result	% county employees can articulate the County brand identity ¹	New Measure	n/a	n/a	n/a	n/a	n/a

¹ PGA is working with a vendor to create a brand identity for the County. The work has been delayed due to the pandemic but will be completed by 2022.

² PGA will survey Oregonians in 2023, after the County brand identity has been created and established in written and verbal communications.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Performance Narratives

PGA adopted the above performance measure in July 2020 and has been working to create the framework for a refreshed brand identity for the county. The work moved slower than expected due to the COVID-19 pandemic and two other countywide emergencies that required extensive PGA resources. The branding work with the consultant will conclude by the end of this fiscal year (FY 21-22), with the next phase to launch in FY 22-23. The next phase will begin laying the foundation for a refreshed brand identity, starting with significant internal communication efforts.



Strategy, Policy and County Brand Identity

County Brand Identity

Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year-End	FY22-23 Proposed Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	70,000	70,000	-
General Fund Support	-	-	70,000	70,000	-	(70,000)	-
Operating Revenue	-	-	70,000	70,000	-	(70,000)	-
Total Revenue	-	-	70,000	70,000	70,000		-
Materials and Services	-	-	70,000	-	70,000	-	-
Operating Expense	-	-	70,000	-	70,000	-	-
Total Expense	-	-	70,000	-	70,000		-
Ending Fund Balance - Restricted				70,000			-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

This is a new program created in PGA's FY20-21 MFR will be completed by the end of FY21-22. The next phase of work will begin in FY22-23. The unspent funds from FY21-22 have been transferred to FY22-23.













Communications, Engagement & Advocacy

Communications & Community Engagement

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

The Communications & Community Engagement Program has a budget of \$4,079,387 in FY22-23. This is a 4.8% increase due to the addition of new communication staff to support other county departments. These positions are fully funded by the respective departments (e.g., Public Health, Housing Authority). The funding also reflects increased, but budgeted, cost for the county's ClackCo magazine; ongoing equity, diversity and inclusion trainings, and increased community engagement services to the public like Zoom licenses for the Hamlets and CPOs. The resources in this program also provide strategic outreach and information, engagement, consultation and coordination services to internal and external customers.

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
	Result % of residents surveyed report that they are engaged with county government ¹	34%	Tracking separately	Tracking separately		
	Result % of residents surveyed report that they are aware of services provided by the county ¹	64%	Tracking separately	Tracking separately		
	Result % increase in social media followers (e.g., Facebook and Twitter) ¹	14%	Tracking separately	Tracking separately		
	Result % of press releases result in external coverage ¹	36%	Tracking separately	Tracking separately		
	Output # videos requested and provided ¹	299	Tracking separately	Tracking separately		
	Result By 2022, PGA has provided training to 50% of all County departments in community engagement standards based on established guidelines. ²	New Measure	n/a	n/a	30%	50%
	Result By 2024, in partnership with the Office of Equity and Inclusion, establish standards for creating diverse and inclusive advisory boards and commission based on the County's established equity lens	New Measure	n/a	n/a	n/a	n/a
	Results % communication plans include public engagement input consistent with community engagement standards	New Measure	n/a	100%	100%	100%
	Results % core products will be provided in multiple languages ³	New Measure	0%	0%	n/a	n/a
	Outputs # web pages converted to reflect plain language and ADA accessibility standards annually	New Measure	0	0	2,200	3,721

¹ The first five results/outputs listed above are from PGA's 2016 MFR Plan. These results did not carry forward to PGA's new 2020 MFR Plan but PGA is tracking the 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

Performance Narratives

¹At the end of July 2020, PGA implemented an updated 2020 Performance Clackamas Plan that includes new/updated performance measures. Most of these measures vary significantly from the 2016 Performance Clackamas Plan and are no longer included in PGA's MFR goals, but are being tracked separately.

²PGA developed a countywide community engagement framework that will inform and guide PGA's efforts in assisting county departments in delivering relevant and responsive engagement opportunities to the communities we serve. A core component of the framework is to ensure county staff are aware of the importance of community engagement and best practices to follow. Our first step is to provide training to new staff during orientation to ensure they understand the value and importance of community involvement and how to work with PGA to support their efforts. The training begins with a short video that will be completed by the end of this fiscal year (FY 21-22), followed by training modules for staff who are leading community engagement efforts on behalf of the county.

³Work on this measure has not started.



Communications, Engagement & Advocacy

Communications & Community Engagement

Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended Budget	FY21-22 Projected Year-End	FY22-23 Proposed Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	75,000	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	233,153	240,702	7,327	7,327	-	(7,327)	-100%
Charges, Fees, License, Permits, Fines, Assessments	1,419,854	1,372,586	1,300,919	1,300,946	1,299,290	(1,629)	0%
All Other Revenue Resources	1,410,871	1,937,040	1,927,272	1,772,319	2,066,495	139,223	7%
General Fund Support	-	-	656,481	656,481	713,602	57,121	9%
Operating Revenue	3,063,878	3,550,328	3,891,999	3,737,073	4,079,387	187,388	5%
Total Revenue	3,138,878	3,550,328	3,891,999	3,737,073	4,079,387	187,388	5%
Personnel Services	2,303,110	2,463,112	2,624,352	2,753,002	2,904,537	280,185	11%
Materials and Services	1,109,698	760,215	1,256,647	973,071	1,163,850	(92,797)	-7%
Operating Expense	3,412,808	3,223,327	3,880,999	3,726,073	4,068,387		-
Special Payments	6,278	4,404	11,000	11,000	11,000	-	-
Total Expense	3,419,086	3,227,731	3,891,999	3,737,073	4,079,387	187,388	5%
Revenues Less Expenses	(280,207)	322,596	-	-	-	-	-

Significant Issues and Changes

The budget for this program reflects an increase in personnel cost (11%) due to new positions funded by other departments/divisions (e.g., Public Health and Housing Authority).

The continued decrease in revenue from PEG and franchise fees resulted in an increased need for General Funds (9%) and a decrease of expenses in Materials and Services (7%).



Communications, Engagement, & Advocacy




Government and External Relations

Purpose Statement

The purpose of the Government and External Relations Program is to provide public policy analysis, development, coordination, and advocacy services to the Board of Commissioners, and other countywide elected officials, in collaboration with Performance Partners, so they can achieve their policy priorities and the people of Clackamas County can thrive.

Performance Narrative Statement

The resources in this program provide intergovernmental connections and relationship building, strategic policy development and messaging, legislative, advocacy and outreach services to our internal and external customers.

			FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
	Result	By 2024, Engagement (increased partnership and alignment) with cities and agencies within Clackamas County will improve by 50%. ¹	New Measure	0%	5%	50%	n/a	10%
	Result	% state policy objectives achieved. ²	New Measure	70%	0%	70%	n/a	70%
	Result	% improvement in federal, state, regional, and local partners in identifying the County as a key strategic business partner. ¹	New Measure	50%	0%	50%	n/a	50%

Program includes:

Mandated Services ☐ Yes

Shared Services ☐ Yes

Grant Funding ☐ No

Explain all "Yes" boxes below

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

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

Explanation **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. All funds for this grant

Performance Narratives

At the end of July 2020, PGA implemented an updated 2020 Performance Clackamas Plan that includes new/updated performance measures. Most of these measures vary significantly from the 2016 Performance Clackamas Plan and the tracking metrics are still being developed.

¹Work on this measure has not yet started.

²Results on this measure will be available after the close of the short session in March 2022.



Communications, Engagement & Advocacy Line of Business

Governmental and External Relations

Budget Summary

	FY19-20 Actual	FY20-21 Actual	FY21-22 Amended	FY21-22 Projections	FY 22-23 Proposed Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
Beginning Fund Balance	300,445	65,658	61,678	61,678	57,698	(3,980)	-6%
Federal, State, Local, All Other Gifts & Donations	28,933	27,048	-	-	-	-	-
All Other Revenue Resources	451,435	287,787	466,490	557,074	785,770	319,280	68%
General Fund Support	-	-	110,132	110,132	110,991	859	1%
Operating Revenue	480,368	314,835	576,622	667,206	896,761	320,139	56%
Total Revenue	780,813	380,493	638,301	728,884	954,459	316,158	50%
Personnel Services	348,180	364,099	372,910	384,454	663,225	290,315	78%
Materials and Services	361,029	72,194	207,693	286,732	233,536	25,843	12%
Operating Expense	709,209	436,293	580,603	671,186	896,761	316,158	54%
Special Payments	-	-	57,698	57,698	57,698	-	-
Total Expense	709,209	436,293	638,301	728,884	954,459	316,158	50%
Revenues Less Expenses	71,604	(55,800)	-	-	-	-	-

Significant Issues and Changes

The budget for this line of business reflects a significant increase in personnel cost (78%) due to the transition of two existing full-time positions from two other lines of business. PGA also transitioned community engagement from communications to government and external relations oversight.



Technology Services

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Tele-Work	Maintained hybrid work environment for County, enhanced communications and security, standardized equipment, added telecomm options, maintained onsite support. Number of supported devices rose drastically – updated asset system to track offsite equipment. Converting to more flexible hybrid environment. Creating new solutions to contain costs.
Network	Completed a major, multi-year capital project to replace the County network infrastructure with efficient, high-performance and modular equipment. Faster, more reliable and CJIS compliant including encryption.
Unified Communications	Enhancement to the County phone systems including implementation of Unified Communications & services. Includes remote phone options, IP Phones, Voice and email integration, web phones, web based customer text and phone support etc.
CBX - ARPA Project	Continued expansion of CBX fiber infrastructure and ISP Partnerships with local vendors. Awarded \$10.1M in ARPA Grant funds to expand to low access areas. Phase 1 in construction, Phase 2 in design. Will be available to thousands of homes.
Security	Increasing security threats. Implemented several security enhancements. Mimecast SPAM filter, Multi-Factor Authentication, new mobile security, new policies, established security committee, encryption, monitoring etc.,
Strategic Technology Partnership	Initiated major on-going project to alignment County business requirements with strategic technology direction. Coordination with departments on available / future technology to meet expanding business plans, control costs and implement efficiencies.
M365	Continued phased secure implementation of Cloud services including M365. Teams fully rollout out, SharePoint in progress with multiple applications in development. Office and Exchange in progress. Creating hybrid environment to maximize options.
ERP Upgrade	Multiple projects completed and in progress to further utilize PeopleSoft ERP. Chart of Accounts realignment. Time & Labor upgrade. Equal Pay Act initial implementation. Benefits enhancement. Multiple workflow and application improvements.
MAJICS	Fully implemented IGA between County and regional 911 consortium for technical support of Computer Aided Dispatch operations centers, network, servers & communications. Resilient operations centers for high availability & performance.
Business Analysis	Expansion of Business Analysis functions to include enhanced software request review, procurement assistance, needs assessment, scope of work development, project management and integration of business analysis into development lifecycle

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Office of Director (*1)	Technology Strategic Partnerships with Departments (%)	5 %	50 %	~ 15 %	100 %
Business Applications	% of days where core systems are available	99.03 %	99+ %	99.7 %	99 + %
County Applications	Average costs per supported application w/o maintenance	\$22,154	\$24,500	\$20,231	\$23,000
Department Apps	Average costs per major application w/o maintenance	\$27,940	\$30,000	\$16,534	\$20,000
GIS Applications	Estimated # of GIS Data Layers Supported	100	100	110	110
Telecommunications	Estimated savings to County using Telecomm vs Industry	\$255,000	\$250,000	\$344,000	\$250,000
CBX	Estimated annual savings for public agencies	\$1,650,000	\$1,550,000	\$1,678,220	\$1,700,000
Network	# allocated supported connected devices	4865	4500	5428	5000
Technical Services	\$ annual allocated costs per PC	\$2,079	< \$2,200	\$1,848	\$1,698
	Average time to service requests business hours (HH:MM)	~ 5:04	< 24:00	~ 2:07	< 24:00

(*1) COVID and other projects caused delay in starting project, now a major priority and ramping up fast. Expect to be caught up by next FY.

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve (*1)
Administration	Office of the Director	\$1,533,309	0%	0%	N	100 %	33 %
Applications	Business Apps	\$1,669,547	87.4%	0%	F / S / C	100 %	100 %
	County Wide Apps	\$1,948,094	91.8%	0%	N	100 %	100 %
	Department Apps	\$612,427	0%	0%	N	100 %	80 %
	GIS	\$1,193,582	50.7%	26.8%	N	100 %	100 %
Communication	Telecomm	\$4,189,770	0%	0%	N	100 %	77 %
	CBX	\$4,320,220	0%	35.1%	F / I	100 %	88 %
Technical	Network	\$1,380,315	0%	0%	N	100 %	78 %
	Technical Services	\$6,648,039	0%	0%	N	100 %	88 %
*1 – Target Metrics performance is based on the estimated changes in the number of metrics for each LOB.							

Department Summary by Fund



Technology Services (18)

Department Budget Summary by Fund

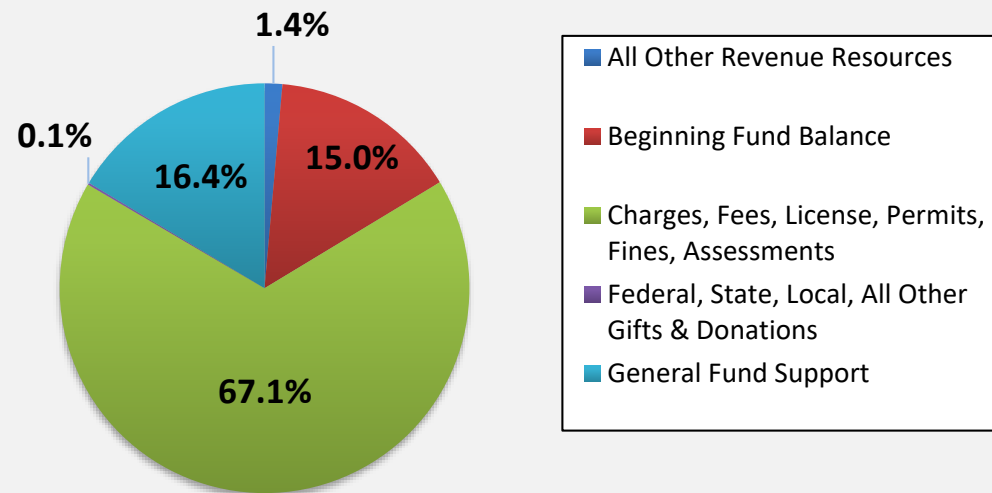
<i>Line of Business</i>	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	FTE	* ARPA Fund (230)	Clackamas Broadband Utility Fund (602)	Technology Services Fund (747)	Total Budget	General Fund Support in Budget**
Administration						
Executive Leadership & Administration	5.0	-	-	1,533,309	1,533,309	
Applications						
Business Systems	5.0	-	-	1,669,547	1,669,547	1,459,547
County Wide Applications	8.0	-	-	1,948,094	1,948,094	1,788,563
Departmental Applications	3.0	-	-	612,427	612,427	
Geographic Information (GIS)	5.0	-	-	1,193,582	1,193,582	605,180
Communication Services						
Telecommunications Services	8.0	-	-	4,189,770	4,189,770	
Clackamas Broadband eXchange	5.0	1,515,000	2,805,220	-	4,320,220	
Technical Services						
Network Services	3.0	-	-	1,380,315	1,380,315	
Technical Operations	15.0	-	-	6,648,039	6,648,039	
TOTAL	57.0	\$ 1,515,000	\$ 2,805,220	\$ 19,175,083	\$ 23,495,303	\$ 3,853,290
FY 21/22 Budget (Amended)	58.0	\$ 2,524,129	\$ 2,842,699	\$ 21,543,740	\$ 26,910,568	\$ -
\$ Increase (Decrease)	-1.0	\$ (1,009,129)	\$ (37,479)	\$ (2,368,657)	\$ (3,415,265)	\$ 3,853,290
% Increase (Decrease)	-1.7%	-40.0%	-1.3%	-11.0%	-12.7%	-

* ARPA Funding- FY21-22 \$2,524,129 with a Fund Balance of \$1,515,000 to FY22-23

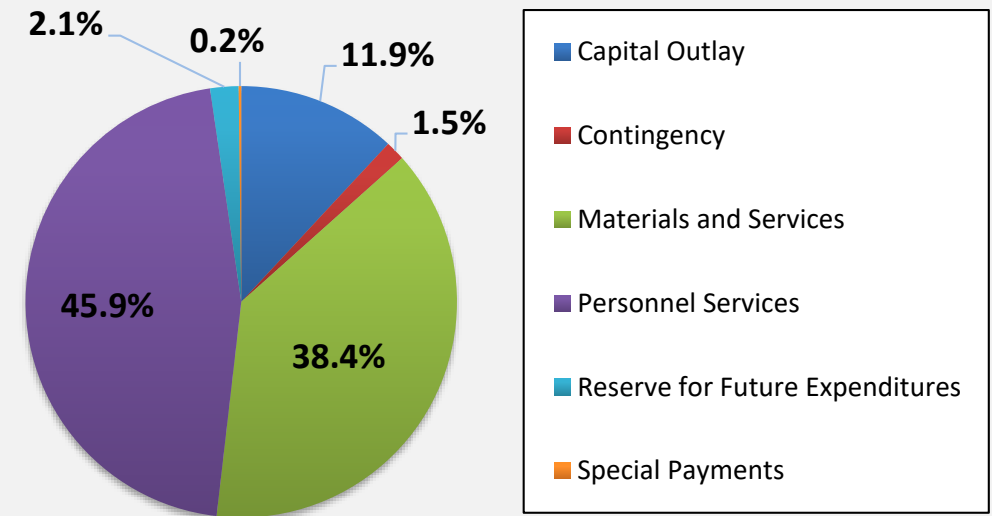
** In FY22-23 internal service charges to General Fund Non-departmental shifted revenue categories from Charges and Fees to General Fund Support.

FY 22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Technology Services (18)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	6,982,608	7,833,908	5,367,441	5,398,771	3,513,000	(1,854,441)	-35%
Federal, State, Local, All Other Gifts & Donations*	185,549	7,210	2,559,129	2,559,129	35,000	(2,524,129)	-99%
Charges, Fees, License, Permits, Fines, Assessments	19,058,848	18,320,042	18,856,999	18,420,505	15,766,013	(3,090,986)	-16%
Revenue from Bonds & Other Debts	2,363	2,880					
All Other Revenues Resources	207,869	166,069	127,000	135,000	328,000	201,000	158%
General Fund Support	-	-	-	-	3,853,290	3,853,290	-
Operating Revenue	19,454,629	18,496,201	21,543,128	21,114,634	19,982,303	(1,560,825)	-7%
Total Revenue	26,437,237	26,330,109	26,910,569	26,513,405	23,495,303	(3,415,266)	-13%
Personnel Services	9,207,146	9,755,180	10,204,786	10,736,530	10,773,055	568,269	6%
Materials and Services*	6,621,387	7,432,587	11,353,147	10,227,168	9,029,579	(2,323,568)	-20%
Capital Outlay*	2,783,508	2,966,774	4,486,179	1,969,295	2,802,462	(1,683,717)	-38%
Operating Expenditure	18,612,041	20,154,541	26,044,112	22,932,993	22,605,096	(3,439,016)	-13%
Special Payments	31,577	32,175	67,412	67,412	45,000	(22,412)	-33%
Transfers		744,622				-	-
Reserve for Future Expenditures			426,958		500,000	73,042	17%
Contingency			372,086		345,207	(26,879)	-7%
Total Expenditure	18,643,618	20,931,338	26,910,569	23,000,405	23,495,303	(3,415,266)	-13%
Ending Fund Balance Restricted				3,513,000			
Revenue Less Expense**	7,793,619	5,398,771	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	56.0	56.0	58.0	58.0	57.0	-1.0	-2%

*FY21-22 ARPA revenue of \$24,129 offset by same amount in Personnel Services expense category.

*FY21-22 ARPA funding of \$2.5 million is shown in Materials and Services and Capital Outlay expense categories, \$1,515,000 carryforward to FY22-23 as the Restricted Balance.

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

Summary of Revenue & Expenses

Technology Services Fund 747-18

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	6,614,558	7,072,121	4,993,742	5,025,072	1,898,000	(3,095,742)	-62%
Federal, State, Local, All Other Gifts & Donations	185,549	7,210	35,000	35,000	35,000	-	-
Charges, Fees, License, Permits, Fines, Assessments	17,143,185	16,908,210	16,431,999	16,570,505	13,355,793	(3,076,206)	-19%
Revenue from Bonds & Other Debts	2,363	2,880	-	-	-	-	-
All Other Revenues Resources	166,230	129,147	83,000	93,000	33,000	(50,000)	-60%
General Fund Support	-	-	-	-	3,853,290	3,853,290	-
Operating Revenue	17,497,327	17,047,447	16,549,999	16,698,505	17,277,083	727,084	4%
Total Revenue	24,111,885	24,119,568	21,543,741	21,723,577	19,175,083	(2,368,658)	-11%
Personnel Services	8,817,690	9,253,025	9,526,363	9,886,868	9,839,587	313,224	3%
Materials and Services	6,133,001	6,782,271	9,056,124	8,589,414	7,495,534	(1,560,590)	-17%
Capital Outlay	2,089,073	2,354,869	2,234,295	1,349,295	1,039,962	(1,194,333)	-53%
Operating Expenditure	17,039,763	18,390,164	20,816,782	19,825,577	18,375,083	(2,441,700)	-12%
Transfers	-	744,622	-	-	-	-	-
Reserve for Future Expenditures	-	-	426,958	-	500,000	73,042	17%
Contingency	-	-	300,000	-	300,000	-	-
Total Expenditure	17,039,763	19,134,786	21,543,741	19,825,577	19,175,083	(2,368,659)	-11%
Ending Fund Balance Restricted				1,898,000			
Revenue Less Expense**	7,072,122	4,984,782	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	54.0	51.0	52.0	52.0	51.0	-1.0	-2%

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

Summary of Revenue & Expenses

Technology Services Fund 602-18

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	368,050	761,786	373,699	373,699	100,000	(273,699)	-73%
Federal, State, Local, All Other Gifts & Donations	-	-				-	-
Charges, Fees, License, Permits, Fines, Assessment	1,915,663	1,411,833	2,425,000	1,850,000	2,410,220	(14,780)	-1%
All Other Revenues Resources	41,639	36,922	44,000	42,000	295,000	251,000	570%
Operating Revenue	1,957,302	1,448,755	2,469,000	1,892,000	2,705,220	236,220	10%
Total Revenue	2,325,352	2,210,541	2,842,699	2,265,699	2,805,220	(37,479)	-1%
Personnel Services	389,456	502,156	654,294	825,533	933,468	279,174	43%
Materials and Services	488,386	650,316	797,023	822,754	781,545	(15,478)	-2%
Capital Outlay	694,435	611,906	1,251,884	450,000	1,000,000	(251,884)	-20%
Operating Expenditure	1,572,278	1,764,377	2,703,201	2,098,287	2,715,013	11,812	0%
Special Payments	31,577	32,175	67,412	67,412	45,000	(22,412)	-33%
Contingency	-	-	72,086		45,207	(26,879)	-37%
Total Expenditure	1,603,855	1,796,552	2,842,699	2,165,699	2,805,220	(37,479)	-1%
Ending Fund Balance Restricted				100,000			
Revenue Less Expense**	721,497	413,989	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	2.0	5.0	6.0	6.0	6.0	0.0	-

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

Summary of Revenue & Expenses

Technology Services ARPA Fund 230-18

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance					1,515,000	1,515,000	-
Federal, State, Local, All Other Gifts & Donations*			2,524,129	2,524,129		(2,524,129)	-100%
Operating Revenue	-	-	2,524,129	2,524,129	-	(2,524,129)	-100%
Total Revenue	-	-	2,524,129	2,524,129	1,515,000	(1,009,129)	-40%
Personnel Services			24,129	24,129		(24,129)	-100%
Materials and Services*			1,500,000	815,000	752,500	(747,500)	-50%
Capital Outlay*			1,000,000	170,000	762,500	(237,500)	-24%
Operating Expenditure			2,524,129	1,009,129	1,515,000	(1,009,129)	-40%
Total Expenditure	-	-	2,524,130	1,009,129	1,515,000	(1,009,130)	-40%
Ending Fund Balance Restricted				1,515,000			
Revenue Less Expense	-	-	-	-	-	-	-

*FY21-22 ARPA revenue of \$24,129 offset by the same amount in Personnel Services expense category.

*FY21-22 ARPA funding of \$2.5 million is shown in Materials and Services and Capital Outlay expense categories, \$1,515,000 carryforward to FY22-23 as the Restricted Balance.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
Vacancies (up to 10% of staff allotment) Loss of several positions to retirement and resignations	Reduction in resources to support County services. Loss of key technical and institutional knowledge. Need for more cross-training and succession planning.
Increase in service counts Continued increase in number of supported products or items (Buildings / devices / licenses / accounts / contracts / apps / PCs)	More products to serve with limited resources. Increased delays in service. Licensing and equipment expenses increase. Increasing maintenance and subscription costs. More devices for users to manage.
Security / Compliance Requirements <ul style="list-style-type: none"> - Increasing number of sophisticated security threats, multi-vector - Expanding and more sophisticated regulations, policies - Increasing number of compliance requirements / audits 	Security threats becoming more sophisticated and harder to block. Expanded user training constantly being updated. Greater risks & impacts if an incident. Increasing number of security products with higher support / licensing / resource costs. Can impact productivity and create hurdles to access information.
Increase in cloud usage and support costs <ul style="list-style-type: none"> - Increasing costs for subscription services - Increasing complexity in integration and communications - Tied to vendor schedules and upgrade plans 	Can have the benefit of reduced infrastructure costs, enhanced services and availability, more flexibility and reliability. Also comes with increased licensing and subscription costs, less flexibility such as upgrade scheduling, more integration complexity and reliance on vendors. A balance is required to maximize benefits.
Strategic Technology Partnership (much needed) <ul style="list-style-type: none"> - Building better communications between TS and Departments - Develop enhanced relations between TS and Departments - Better understanding on business goals and technical options - Cooperative development of County / Depts Technology Plans 	Lack of coordinated business / technology analysis with consistent communications between business units and service providers can result in waste of resources, time, higher costs, loss of opportunities, confusion and over all service impact. By creating a partnership in development of vetted technology plans between service providers and business units, an overall more productive, effective and sustainable technology solution can be provided.
Reserves Use of built up reserves to fund planned capital purchases	Allows for a capital purchase to be “saved” for without increase to budget – however creates artificial oscillation in budget with carry forwards causing confusion and difficulty in budget analysis.

End of Presentation

The logo for Clackamas County features a stylized mountain peak in a teal color. A white, curved shape, resembling a stylized 'C' or a rising sun, is positioned in front of the lower part of the mountain.

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CLACKAMAS
COUNTY



Technology Services (18)

Department Mission

PURPOSE STATEMENT: 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.

Technology Services (18)

Dave Devore - Interim Director

FTE 57.0

Total Budget \$ 23,495,303

General Fund Support \$ 3,853,290

Administration VACANT - Dir Total Budget \$1,533,309 Gen Fund \$ -	Applications Andrea Morrill - Mgr Mike Marvin - Mgr Total Budget \$5,423,650 Gen Fund \$ 3,853,290	Technical Services Chris Fricke - Mgr Total Budget \$8,028,354 Gen Fund \$ -	Communication Services Ron Sandner - Mgr Total Budget \$8,509,990 Gen Fund \$ -
Executive Leadership & Administration FTE 5.0 Total Budget \$1,533,309 Gen Fund \$ -	Business Systems FTE 5.0 Total Budget \$1,669,547 Gen Fund \$ 1,459,547	Network Services FTE 3.0 Total Budget \$1,380,315 Gen Fund \$ -	Telecommunication Services FTE 8.0 Total Budget \$4,189,770 Gen Fund \$ -
	County Wide Applications FTE 8.0 Total Budget \$1,948,094 Gen Fund \$ 1,788,563	Technical Services FTE 15.0 Total Budget \$6,648,039 Gen Fund \$ -	Clackamas Broadband eXchange FTE 5.00 Total Budget \$4,320,220 Gen Fund \$ -
	Departmental Applications FTE 3.0 Total Budget \$612,427 Gen Fund \$ -		
	Geographic Information (GIS) FTE 5.0 Total Budget \$1,193,582 Gen Fund \$ 605,180		



Technology Services (18)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	FTE	* ARPA Fund (230)	Clackamas Broadband Utility Fund (602)	Technology Services Fund (747)	Total Budget	General Fund Support in Budget**
Administration						
Executive Leadership & Administration	5.0	-	-	1,533,309	1,533,309	
Applications						
Business Systems	5.0	-	-	1,669,547	1,669,547	1,459,547
County Wide Applications	8.0	-	-	1,948,094	1,948,094	1,788,563
Departmental Applications	3.0	-	-	612,427	612,427	
Geographic Information (GIS)	5.0	-	-	1,193,582	1,193,582	605,180
Communication Services						
Telecommunications Services	8.0	-	-	4,189,770	4,189,770	
Clackamas Broadband eXchange	5.0	1,515,000	2,805,220	-	4,320,220	
Technical Services						
Network Services	3.0	-	-	1,380,315	1,380,315	
Technical Operations	15.0	-	-	6,648,039	6,648,039	
TOTAL	57.0	\$ 1,515,000	\$ 2,805,220	\$ 19,175,083	\$ 23,495,303	\$ 3,853,290
FY 21/22 Budget (Amended)	58.0	\$ 2,524,129	\$ 2,842,699	\$ 21,543,740	\$ 26,910,568	\$ -
\$ Increase (Decrease)	-1.0	\$ (1,009,129)	\$ (37,479)	\$ (2,368,657)	\$ (3,415,265)	\$ 3,853,290
% Increase (Decrease)	-1.7%	-40.0%	-1.3%	-11.0%	-12.7%	-

* ARPA Funding- FY21-22 \$2,524,129 with a Fund Balance of \$1,515,000 to FY22-23

** In FY22-23 internal service charges to General Fund Non-departmental shifted revenue categories from Charges and Fees to General Fund Support.



Administration

Executive Leadership & Administration

Purpose Statement

The purpose of the Technology Services Office (TS) of the Director Program is to provide administrative, leadership, finance, budget, policy and planning services to Technology Services staff so they can make well informed and cost effective strategic decisions.

The Office of the Director Program proposes a budget of \$1,533,309, a decrease of \$141,870 from current amended funding levels (mainly due to a supplemental adjustment in FY21-22). These resources will provide a continuation of management oversight and direction in the utilization of technology and technical resources for the County. This results in providing efficient and reliable technical solutions and support to meet the business needs of the County.

Performance Narrative


The Executive Leadership & Administration Program proposed a budget of \$1,533,309.

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 FY22-23 planned priority projects include:

- Continue implementing Technology Services 2019-21 Performance Clackamas Plan including key objectives:
 - Completion of Technology Services Strategic Plan, help develop and integrate Departments' Strategic Plans
 - Continue to expand utilization of TS Business Analyst and Department Business Teams Integration
 - Complete development and rollout of TS Policy Manual and publish via PowerDNS
 - Expand the role of TS in Departmental Business design and decision in projects, budgets and technology plans
 - Implement County Wide initiative to create efficient business workflows utilizing solutions such as SharePoint
- Coordinate with County Administration on the Red Soils Master Plan and other related facilities or utilities
- Continue to move Technology services into hybrid services models with combination on premise and hosted services including Microsoft 365, Applications, SharePoint, Hybrid Data Storage and COOP services.
- Implement new and advanced security measures, monitoring, training, policy, data governance and enforcement
- Adapt the TS Funding model as required to new Allocation model and Capital Reserve / Replacement Process

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 03/01/22	FY 22-23 Target
 Result	Technology Services will develop, and maintain, a County Technology Strategic Plan that covers Technology Services and Initiatives.	~ 5 % *1	50%	~ 20%	100%
Result	% of staff with documented professional and technical training plan	~50% *2	100%	~ 60%	100%
Efficiency	Total estimated annual donated actual value for Technology for Teaching	\$26,090 *3	\$30,000	\$16,780	\$35,000

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

- *1 Due to multiple emergencies, management turn over and other priority projects this process was delayed. Now is a TOP priority. Base site is almost ready, initial departmental meetings have started. Making good progress.
- *2 Due to COVID and management turn-over, reviews got behind, in process of getting caught up to 100%
- *3 Due to COVID, Many school functions were put on hold and T2 equipment deployed as remote Telework equipment for County Staff. School and NPO requests are starting to grow again.



Administration

Executive Leadership & Administration

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	725,486	398,064	275,000	40,000	125,000	(150,000)	-54.5%
Federal, State, Local, All Other Gifts & Donations	119	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,476,832	1,490,668	1,400,179	1,400,179	1,408,309	8,130	0.6%
All Other Revenue Resources	70,305	51,146	-	-	-	-	-
Operating Revenue	1,547,256	1,541,814	1,400,179	1,400,179	1,408,309	8,130	0.6%
Total Revenue	2,272,742	1,939,878	1,675,179	1,440,179	1,533,309	(141,870)	-8.5%
Personnel Services	970,537	1,045,915	976,116	783,735	1,051,238	75,122	7.7%
Materials & Services	433,011	503,516	699,063	531,444	482,071	(216,992)	-31.0%
Operating Expense	1,403,548	1,549,431	1,675,179	1,315,179	1,533,309	(141,870)	-8.5%
Transfers	-	230,000	-	-	-	-	-
Total Expense	1,403,548	1,779,431	1,675,179	1,315,179	1,533,309	(141,870)	-8.5%
Ending Fund Balance - Restricted	-	-	-	125,000	-	-	-
Revenues Less Expenses	869,194	160,447	-	-	-	-	-
Significant Issues and Changes							

*For FY 20-21 The \$230,000 TS Unrestricted Contingency was transferred to General Fund.



Applications

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, time and labor, 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 proposed a budget of \$1,669,547. 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:

- Complete the PeopleSoft Finance & HRIS Upgrades including Time & Labor, AR / AP and Cost Accounting.
- Complete migration of Finance Systems to new restructured Chart of Accounts, adjust systems as required.
- Conversion to new Benefits Model and associated systems.
- Assist as required in the implementation of Equal Pay Act and required reporting,
- Continue to implement new OpenGov Budget System including new reports and data loads
- Assist in development of new PowerBI System for MFR Measures, reports and Outcome Based Budgeting
- Hire and cross train new Senior Developer to assist on new systems development, reduce contracting costs

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 03/01/22	FY 22-23 Target
 Result	% of County respondents who rate business systems' services as good or excellent	95.00%	100%	95% (Survey)	100%
Result	% of days where core systems are operational (during normal business hours / excluding scheduled maintenance)	99.03%	99+%	~ 99.7%	99+%
Efficiency	\$ Estimated program Proposed expenditure per power user per system w/o maintenance costs. - Finance System @ 699 users (*1) - HR System @ 165 users - HR ESS Self Service @ 2657 users	3,858.98 5,702.72 365.30	4,000.00 7,000.00 450.00	1,379.00 5,846.00 363.00	2,000.00 7,000.00 450.00

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

*1 - Due to change in Finance usage workflow, user count went up from 266 to 695 causing calculated reduction in cost per user.



Applications

Business Systems

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	245,603	677,184	459,095	439,095	5,000	(454,095)	-98.9%
Charges, Fees, License, Permits, Fines, Assessments	1,842,331	1,604,561	1,539,731	1,539,731	205,000	(1,334,731)	-86.7%
General Fund Support	-	-	-	-	1,459,547	1,459,547	-
Operating Revenue	1,842,331	1,604,561	1,539,731	1,539,731	1,664,547	124,816	8.1%
Total Revenue	2,087,934	2,281,745	1,998,826	1,978,826	1,669,547	(329,279)	-16.5%
Personnel Services	789,211	704,630	809,659	871,884	937,425	127,766	15.8%
Materials & Services	671,360	848,114	1,189,167	1,101,942	732,122	(457,045)	-38.4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,460,571	1,552,744	1,998,826	1,973,826	1,669,547	(329,279)	-16.5%
Transfer	-	514,622	-	-	-	-	-
Total Expense	1,460,571	2,067,366	1,998,826	1,973,826	1,669,547	(329,279)	-16.5%
Ending Fund Balance - Restricted				5,000			
Revenues Less Expenses	627,363	214,379	-	-	-	-	

Significant Issues and Changes

- *FY20-21 Transfer of MFR Coordinator to Administration as well as Professional Services to General Fund to assist in large Contracted ERP Projects.
- *FY22-23 Increase in Personnel Services due to add of 1 FTE Developer moving Professional Services to be less reliant to contract support.
- *FY22-23 An accounting change moved the non-departmental cost reimbursement to General Fund support



Applications

County Wide Applications

Purpose Statement

The purpose of the County Wide Applications Program is to provide database, document management, SharePoint development, 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 proposed a budget of \$1,948,094. These resources will provide a continuation of analysis, development and support of applications and data systems to meet the business requirements of the County staff. This results in providing the public and businesses the important services they require in an efficient, accessible and reliable format (especially mobile and GIS).

Performance Metrics utilized are a mix from the TS 2015 & 2019 Performance Clackamas Plans as well as several surveys. This program will be adjusting the performance metrics are under review as the future of applications development is evolving to meet the changing needs of the County.

Some priority projects include :

- Coordinate with Public & Government Affairs on the continued expansion / upgrades to the County Internet and Intranet sites to provide additional functionality, information and services. Development of Customer Resource Center.
- Continuing the development technologies to include hybrid services integration with 365 and SharePoint
- Expand use of data and business analytics to help promote better technology / data utilization, support of business requirements and provide new services to customers.
- Complete the replacement of Application Extender system with SharePoint. Expand development and use of new workflow solutions and e-signatures to move the County to a more efficient paperless environment.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 03/01/22	FY 22-23 Target
Result	% of developed applications that meet customer requirements. (Survey)	98%	95%	~ 98%	95%
Demand	# of Software Evaluation Group (SEG) requests for evaluation	32	30	~40	30
Efficiency	\$ Average program expenditure per supported application w/o maintenance or Prof Services (~ 89 apps) (*1)	\$22,154	\$24,500	\$20,231	\$23,000

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation > For FY20-21, Staff was reduced by 1 FTE for a Web Developer.
> For FY21-22, additional professional services to assist in AX Migration
*1 Estimated 89 large supported applications



Applications

County Wide Applications

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	51,900	973	21,000	1,000	5,000	(16,000)	-76.2%
Federal, State, Local, All Other Gifts & Donations	9,498		-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	2,141,810	1,803,851	1,884,579	1,884,579	154,531	(1,730,048)	-91.8%
General Fund Support	-		-	-	1,788,563	1,788,563	-
Operating Revenue	2,151,308	1,803,851	1,884,579	1,884,579	1,943,094	58,515	3.1%
Total Revenue	2,203,208	1,804,824	1,905,579	1,885,579	1,948,094	42,515	2.2%
Personnel Services	1,210,919	1,216,271	1,468,158	1,429,067	1,565,193	97,035	6.6%
Materials & Services	394,097	460,935	437,421	451,512	382,901	(54,520)	-12.5%
Operating Expense	1,605,016	1,677,206	1,905,579	1,880,579	1,948,094	42,515	2.2%
Total Expense	1,605,016	1,677,206	1,905,579	1,880,579	1,948,094	42,515	2.2%
Ending Fund Balance - Restricted	-	-	-	5,000		-	-
Revenues Less Expenses	598,192	127,618	-	-	-	-	-

Significant Issues and Changes

*In FY19-20, a senior developer retired. In line with the 2019 TS Performance Clackamas Plan, the position was reclassified to the first TS Business Analyst with the task of facilitating communications between TS/Departments and integrating the TS/Departmental Strategic Plans.

*FY20-21, 1 FTE was cut from the Web Development Team

*FY21-22, additional professional services to assist in AX Migration

*FY22-23 An accounting change moved the non-departmental cost reimbursement to General Fund support



Applications

Departmental 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 proposed a budget of \$612,427. These resources will continue to provide analysis, development and support of critical department data and applications to meet the business requirements of the County departments.

Some priority projects include :

- Continue to work with DTD to implement new E-Permitting applications and new online permitting services and capability.
- Continue to work with Health Department on phase out of Cerner and additional e-Medicine options for clients.
- Develop new service options to support and develop critical County applications and systems.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 03/01/22	FY 22-23 Target
Result	Estimated % Uptime for major supported systems (w/o upgrades or emergencies)	99.50%	99.80%	> 99%	99.80%
Output	# Major supported departmental applications / Reports with dedicated technical staff (*1)	25	25	35	30
Efficiency	Estimated annual adopted support costs per major departmental application (w/o Capital / Reserves / Maintenance costs)	\$27,940	\$30,000	\$16,534	\$20,000

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation *1 With the addition of DTD applications, # supported increased and the cost per application decreased. Cost may go back up as expenses go up and use of support contracting.



Applications

Departmental Applications

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,000	20,974	1,000	16,000	1,000	-	0.0%
Federal, State, Local, All Other Gifts & Donations	91,643	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,136,674	565,456	581,491	581,491	611,427	29,936	5.1%
Operating Revenue	1,228,317	565,456	581,491	581,491	611,427	29,936	5.1%
Total Revenue	1,229,317	586,430	582,491	597,491	612,427	29,936	5.1%
Personnel Services	412,266	439,457	470,333	489,700	501,121	30,788	6.5%
Materials & Services	198,257	104,514	112,158	106,791	111,306	(852)	-0.8%
Capital Outlay	683,000			-	-	-	-
Operating Expense	1,293,523	543,971	582,491	596,491	612,427	29,936	5.1%
Total Expense	1,293,523	543,971	582,491	596,491	612,427	29,936	5.1%
Ending Fund Balance - Restricted	-	-	-	1,000	-	-	-
Revenues Less Expenses	(64,206)	42,459	-	-	-	-	-
Significant Issues and Changes							



Applications

Geographic Information (GIS)

Purpose Statement

The Purpose of the Geographic Information System (GIS) Program is to provide spatially integrated data and mapping services / applications to residents, businesses, County staff and other public agencies so they can make informed, location-based decisions using necessary geographic information.


Performance Narrative

The GIS Program proposed a budget of \$1,193,582. These resources will provide a continuation of analysis, development and support of GIS data and mapping applications to meet the business requirements of the County staff and public while maintaining flat rates on printed maps. This program also provides extensive mapping and aerial photo solutions for the County Departments and citizens.

Some priority projects include:

- Continue to maintain the County aerial and lidar photo sets, enhance the online mapping applications CMAP & PlanMap.
- Phased rollout of new ESRI Portal tools to increase services directly available to staff and in advanced applications
- Expanded utilization and availability of GIS / Tax lot information for public use and services
- Develop new GIS based applications to support location based services for County staff, citizens and businesses.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 03/01/22	FY 22-23 Target
Output	Estimated # GIS Data Layers Supported	100	100	110	100
 Result	% of GIS projects completed that meet customer requirements (survey)	97%	99%	100%	99%
Efficiency	\$ Program expenditure per GIS data layer supported w/o maintenance (Proposed)	\$13,073	\$13,000	\$9,845	\$11,000

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation > For FY21-22 Dropped a retired TS manager position from the GIS Funding



Applications

Geographic Information (GIS)

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	10,000	425,254	61,000	501,000	51,000	(10,000)	-16.4%
Federal, State, Local, All Other Gifts & Donations	83,060	7,210	36,357	35,000	35,000	(1,357)	-3.7%
Charges, Fees, License, Permits, Fines, Assessments	1,318,310	1,442,138	1,023,956	946,462	469,402	(554,554)	-54.2%
All Other Revenue Resources	24,894	11,286	33,000	33,000	33,000	-	0%
General Fund Support					605,180	605,180	
Operating Revenue	1,426,264	1,460,634	1,093,313	1,014,462	1,142,582	49,269	4.5%
Total Revenue	1,436,264	1,885,888	1,154,313	1,515,462	1,193,582	39,269	3.4%
Personnel Services	1,163,269	1,245,803	846,009	1,183,437	891,691	45,682	5.4%
Materials & Services	267,872	284,214	308,304	281,025	301,891	(6,413)	-2.1%
Operating Expense	1,431,141	1,530,017	1,154,313	1,464,462	1,193,582	39,269	3.4%
Total Expense	1,431,141	1,530,017	1,154,313	1,464,462	1,193,582	39,269	3.4%
Ending Fund Balance - Restricted	-	-	-	51,000	-	-	-
Revenues Less Expenses	5,123	355,871	-	-	-	-	-

Significant Issues and Changes

- *FY19-20 Due to a increase in data management requirements for the County, 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.
- *FY21-22 The GIS / Applications Manager retired and the position was dropped. Internal staff were promoted to fill the role.
- *FY21-22 With increase in data updates and new GIS apps, increased use of temps and overtime to cover workload
- *FY22-23 An accounting change moved the non-departmental cost reimbursement to General Fund support



Technical Services

Network Services

Purpose Statement

The purpose of the Network Services program is to provide network architecture, infrastructure, wireless, internet, security and networking related support services to staff, outside agencies and visitors so they can conduct business and achieve their business results utilizing a reliable, high performance, 24/7 secure network infrastructure.

Performance Narrative

The Network Services Program proposed a budget of \$1,380,315. These resources will continue to provide analysis, installation and reliable support of critical County network communications and security to efficiently meet the business requirements of the County departments while containing annual allocations rate to an average of 5% or less.

Some of the priority projects include:

- Continue replacement of aging equipment and design next generation of County networking architecture and services
- Continue to deploy new / enhanced security measures to protect County data and crucial services, including cloud.
- Design and installation new building and relocations networks as required.
- Implement new more advanced Web filter / Monitoring / Logging / Firewall equipment and services.
- Enhance mobile / remote services including new options and cloud services, especially for Telework .

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 03/01/22	FY 22-23 Target
Result	% of days where all core networking infrastructure is operational (excluding scheduled maintenance)	99.90%	99.90%	~ 99.9%	99.90%
Output (*1)	# Allocated supported connected devices (PC / Printers / Scanners / Laptops / CCTV) (w/o Smart phones or switches)	4,865	4,500	5,428	5,000
Efficiency	Estimated annual Proposed program expenditure per allocated device (w/o Capital / Communications / Maint costs)	\$186.08	\$200	~ \$160	\$200

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

> The budget increase for FY21-22 included coverage of new maintenance contracts for Web filter, new SPAM filter, additional core router maintenance and network monitoring. Core completed in FY21-22.

*1 - Due to COVID and large number of telecommuting devices, the FY20-21 and FY21-22 counts went up more than planned. It is estimated to remain high and stabilize as Telework is implemented in FY22-23.



Technical Services

Network Services

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	367,684	122,521	66,800	(218,200)	104,000	37,200	55.7%
Federal, State, Local, All Other Gifts & Donations	957,317	1,126,053	1,373,072	1,373,072	1,276,315	(96,757)	-7.0%
All Other Revenue Resources	50,000	50,000	50,000	50,000	-	(50,000)	-100.0%
Operating Revenue	1,007,317	1,176,053	1,423,072	1,423,072	1,276,315	(146,757)	-10.3%
Total Revenue	1,375,001	1,298,574	1,489,872	1,204,872	1,380,315	(109,557)	-7.4%
Personnel Services	506,748	584,744	623,888	466,000	605,849	(18,039)	-2.9%
Materials & Services	378,766	357,011	865,984	634,872	774,466	(91,518)	-10.6%
Operating Expense	885,514	941,755	1,489,872	1,100,872	1,380,315	(109,557)	-7.4%
Total Expense	885,514	941,755	1,489,872	1,100,872	1,380,315	(109,557)	-7.4%
Ending Fund Balance - Restricted	-	-	-	104,000	-	-	-
Revenues Less Expenses	489,487	356,819	-	-	-	-	-
Significant Issues and Changes							



Technical Services

Technical Services

Purpose Statement

The purpose of the Technical Services Line of Business is to provide technology support, network, system and storage administration, security, mobility, technology procurement, overall infrastructure support and call center services to County staff to effectively utilize County technology in support of their business requirements and services.

Performance Narrative

The Technical Services Program proposed a budget of \$6,648,039. Overall, this budget is reduced for FY22-23 due to the large reserve capital expenditures in FY21-22 for network and systems upgrades. Reserves are reduced and will start the build up again for future planned expenditures. The allocation is flat and allocation rates reduced due to increased allocation counts and reduced M&S expenses for FY22-23. 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:

- Complete implementation of remaining network and system upgrades. Implement offsite secondary backups at remote site.
- Expand Virtual Services / Server Farms to be more fault tolerant, enhanced performance capabilities.
- Complete implementation and rollout of Microsoft 365 Cloud services including Teams & SharePoint. Activate Azure services.
- Upgrade Enterprise wide Multi-Factor Authentication and security model, continue to enhance system monitoring and protection.
- Implement and enhance the technical support for County Telework support and communication services.
- Continue to e and utilize County hybrid services model, review options to leverage cloud services where appropriate
- Implement and expand enhanced technical training services for County staff as resources available.
- Enhance Call Center services and performance.
- Integrate enhanced and automated MFR metrics to align with County Outcome based budgeting initiatives.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 03/01/22	FY 22-23 Target
Output	# of Technology Procurements	~ 100+	100	111	120
Efficiency	Estimated annual Call Center / Systems adopted operating costs per allocated user (w/o Capital / Reserves / Maintenance costs)	2,795 @ \$1,332.04	\$1,500	2,678 @ \$1,423.74 (*1)	2,730 @ \$1,365.40
Efficiency	\$ allocated costs per PC (tier 1) (Goal <= 5% increase)	\$2,079.04 - 4.89 %	< \$2,200 < 5%	\$1,848.54 - 11.09 % (*2)	\$1,698.27 - 8.10 % (*2)

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation The large fund balance roll each FY are to carry forward the build up of capital reserves to fund the replacement of equipment on a scheduled basis without cyclic adjustments to allocation. Reserves are spend as scheduled to replace planned equipment.

*1 - The projected increase per user cost is due to increased / additional maintenance costs and cleanup of old accounts resulting in account count reduction as COVID Telework stabilized.

*2 - The large cost reduction in the PC allocation is a temporary reaction to COVID with a large increase in PC counts and dual systems. As Telework stabilizes the PC count will reduce with unit costs rising slightly.



Technical Services

Technical Operations

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	3,392,096	3,769,311	2,787,958	2,892,958	1,047,000	-1,740,958	-62.4%
Charges, Fees, License, Permits, Fines, Assessments	5,261,202	5,503,026	5,488,277	5,488,277	5,601,039	112,762	2.1%
Other Revenue			13,243	13,243		(13,243)	-100.0%
Operating Revenue	5,261,202	5,503,026	5,501,520	5,501,520	5,601,039	99,519	1.8%
Total Revenue	8,653,298	9,272,337	8,289,478	8,394,478	6,648,039	(1,641,439)	-19.8%
Personnel Services	2,832,326	2,943,433	3,073,596	3,419,743	2,959,784	(113,812)	-3.7%
Materials & Services	2,026,567	2,102,453	3,323,924	3,127,735	2,448,255	(875,669)	-26.3%
Capital Outlay	905,276	1,821,153	1,165,000	800,000	440,000	(725,000)	-62.2%
Operating Expense	5,764,169	6,867,039	7,562,520	7,347,478	5,848,039	(1,714,481)	-22.7%
Reserve for Future Expenditures	-	-	426,958	-	500,000		-
Contingency	-	-	300,000	-	300,000	-	-
Total Expense	5,764,169	6,867,039	8,289,478	7,347,478	6,648,039	(1,714,481)	-19.8%
Ending Fund Balance - Restricted	-	-	-	1,047,000	-	-	-
Revenues Less Expenses	2,889,129	2,405,298	-	-	-	-	-

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.

*FY21-22 Large procurement of planned network and server infrastructure. This reduced the reserve and fund balance into FY22-23 which will start to build again for the next scheduled round of capital replacement.



Communication Services

Telecommunication Services

Purpose Statement

The purpose of Telecommunication Services is to provide phone, radio, security systems, audio visual, wiring and communications technical support services to County staff and other agencies so they can be secure in the work place and communicate reliably across unified leading edge systems with 24/7 support.

Performance Narrative

The Telecommunications Services Program proposed a budget of \$4,189,770. These resources will continue to provide analysis, installation and reliable support of critical County communications, security systems and wiring to efficiently meet the business requirements of the County departments while maintaining flat rates.

Some priority projects include:

- Continue to upgrade the County phone switches to latest version to enhance performance and capabilities.
- Continue to add new / enhanced Unified Communication Services such as integrated voice mail, Video Conferencing, Smart Call Centers, smart messaging, VoIP communications, remote communications etc.
- Complete the install of the Alertus Alert System in DSB / PSB and begin design for rest of the County.
- Assist in the planning and implementation of the County Telecommuting Plan to ensure reliability, cost control and effective communications regardless of staff location
- Assist with the technology design of the new County buildings such as the Courthouse, DTD roads, Clinics etc.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 03/01/22	FY 22-23 Target
Result	% of days where there are no service interruptions to core telecomm services (excluding scheduled maintenance or loss of County electricity)	~ 100%	99.50%	~ 100%	99.99%
Result	Average response time for work orders (during scheduled business hours) in hours	4.83 (*1)	2.00	3.67 (*1)	2.00 (*2)
Efficiency	Estimated annual \$ savings for County by utilizing Telecom work orders versus industry average	~ \$255,000	\$250,000	~ \$344,000 (*3)	\$250,000

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

- > The FY19-20 amended budget increase (\$828,978) is due to an supplemental increase with Operating Fund balance from FY18-19 planned for voice server upgrades.
- > The FY20-21 amended budget increase (\$746,786) as capital reserve roll to procure planned new CCTV video storage and phone switch upgrades.
- *1 - The increased response time is due to large increase in COVID related requests, the wildfire and weather issues. Also the disperse support area with most staff offsite.
- *2 - It is expected that once the COVID emergency is over and telecommuting is more onsite, the response times should become back to more normal times.
- *3 - The large savings increase is due to the large increase of COVID related requests and other work orders for this period.



Communications Services

Telecommunication Services

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,820,789	1,657,840	1,321,889	1,321,889	560,000	(761,889)	-57.6%
Charges, Fees, License, Permits, Fines	3,008,709	3,372,457	3,140,714	3,356,714	3,629,770	489,056	15.6%
Federal, State, Local, All other Donations	1,228		9,529	9,529	-	(9,529)	-100.0%
All other Revenue Resources	23,394	19,595	-	10,000	-	-	-
Operating Revenue	3,033,331	3,392,052	3,150,243	3,376,243	3,629,770	479,527	15.2%
Total Revenue	4,854,120	5,049,892	4,472,132	4,698,132	4,189,770	(282,362)	-6.3%
Personnel Services	932,412	1,072,772	1,282,734	1,266,074	1,327,305	44,571	3.5%
Materials & Services	1,763,071	2,121,515	2,120,103	2,322,763	2,262,503	142,400	6.7%
Capital Outlay	500,797	533,715	1,069,295	549,295	599,962	(469,333)	-43.9%
Operating Expense	3,196,280	3,728,002	4,472,132	4,138,132	4,189,770	(282,362)	-6.3%
Total Expense	3,196,280	3,728,002	4,472,132	4,138,132	4,189,770	(282,362)	-6.3%
Ending Fund Balance - Restricted	-	-	-	560,000	-	-	-
Revenues Less Expenses	1,657,840	1,321,890	-	-	-	-	-

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.

FY21-22 To manage the County Alert System, a new FTE was added, funding was from Alarm Fees and re-allocated internal funding. Several large infrastructure servers were also upgraded.



Communication Services

Clackamas Broadband eXchange

Purpose Statement

The purpose of the Clackamas Broadband eXchange (CBX) program is to provide fiber optic design, allocation, installation and maintenance services to County departments, public institutions, bandwidth intensive businesses and ISP Providers so they can experience fast, reliable connectivity at a low cost while also providing business opportunities.


Performance Narrative

The CBX Program proposed a budget of \$4,320,220. 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:

- Continue to implement recommendations of CBX Business Plan.
- Continue to expand the fiber infrastructure and add additional customers.
- Continue to develop and construct Phase 1 & 2 of the ARPA Grant Broadband Expansion Project.
- Implement and resale services on the Denver connection as backup connectivity for ISP customers including the County.
- Implement additional ISP Partnership projects as opportunities are available, especially in under-served areas.
- Continue to research and pursue additional funding opportunities, new partners and new potential service options.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 03/01/22	FY 22-23 Target
 Result	\$ Annual estimated savings for public institutions utilizing CBX (includes redundant connections)	\$1,650,000	\$1,550,000	~ \$1,678,220	\$1,700,000
Result	% Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs)	99.90%	99.90%	99.99%	100.00%
Efficiency	\$ Average estimated program expenditure per mile of fiber supported w/o construction costs. (*1)	348 miles @ \$2,948	350 miles @ \$3,000	370 miles @ \$3,700	400 miles @ \$4,000

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation *1 - Increase due to additional construction staff to do most of the repairs / builds. Since this metric does not include repair or constructing costs, savings of staff over contractors is not reflected. Also, many new connects are underground or farther away from connection points causing overall costs per mile to increase. M&S costs are also increasing.



Communications Services

Clackamas Broadband eXchange

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	368,049	761,786	373,699	373,699	1,615,000	1,241,301	332.2%
Federal, State, Local, All Other Gifts & Donations	1,915,663	1,411,833	2,500,000	2,500,000	-	(2,500,000)	-100.0%
Charges, Fees, Licenses, Permits	-	-	2,425,000	1,850,000	2,410,220	(14,780)	-0.6%
All Other Revenue Resources	41,639	36,922	44,000	42,000	295,000	251,000	570.5%
Operating Revenue	1,957,302	1,448,755	4,969,000	4,392,000	2,705,220	(2,263,780)	-45.6%
Total Revenue	2,325,351	2,210,541	5,342,699	4,765,699	4,320,220	(1,022,479)	-19.1%
Personnel Services	389,457	502,156	654,294	825,533	933,468	279,174	42.7%
Materials & Services	488,386	650,316	2,297,023	1,637,754	1,534,045	(762,978)	-33.2%
Capital Outlay	694,435	611,906	2,251,884	620,000	1,762,500	(489,384)	-21.7%
Operating Expense	1,572,278	1,764,378	5,203,201	3,083,287	4,230,013	(973,188)	-18.7%
Special Payments	31,577	32,175	67,412	67,412	45,000	(22,412)	-33.2%
Contingency	-	-	72,086	-	45,207	(26,879)	-37.3%
Total Expense	1,603,855	1,796,553	5,342,699	3,150,699	4,320,220	(1,022,479)	-19.1%
Ending Fund Balance Restricted	-	-	-	1,615,000	-	-	-
Revenues Less Expenses	721,496	413,988	-	-	-	-	-

Significant Issues and Changes

*Since FY13-14, CBX has been operating independently of the NTIA grant as a self-sustaining, self funded program.

*FY21-22 CBX was awarded a multi-year ARPA Grant for \$10,100,000. In FY21-22 \$2.5M was added to the expense budget for M&S, 2 new FTE and construction costs for Phase 1. Approx \$1.4M was rolled to FY22-23, planned is additional \$2.5M for continued ARPA work and starting phase 2. This will be a 3 year project until all the funds are expended.

*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.



Finance

2022-23 BUDGET PRESENTATION





Department Summary by Fund

Finance Department (15)

Department Budget Summary by Fund

Line of Business		FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23
			General	ARPA	Capital Projects	Facilities		
			Fund	(230)*	Fund	Management		
Program	Prog #	FTE	(100)	(230)*	(420)	Fund (744)**	Total Budget	General Fund Support in Budget***
Financial Executive Support								
Executive Leadership & Administration	150101	3.3	963,308	-	-	-	963,308	963,308
Financial Systems Support	150102	2.2	660,154	-	-	-	660,154	255,560
Accounting Services								
Accounts Payable	150202	5.4	647,965	-	-	-	647,965	-
Accounts Receivable	150203	4.7	641,955	-	-	-	641,955	-
Payroll	150204	5.2	768,848	-	-	-	768,848	122,298
Financial Management & Accountability								
Budget	150302	5.2	1,144,040	-	-	-	1,144,040	686,310
Financial Reporting	150303	10.2	2,246,376	-	-	-	2,246,376	1,001,574
Procurement and Contract Services	150304	8.2	1,272,234	-	-	-	1,272,234	213,865
Courier & Mail Operations								
Courier and Mail	150402	4.2	801,726	-	-	-	801,726	104,359
Facilities Management								
Facilities Administrative Services	150501	12.0	-	-	-	4,466,408	4,466,408	1,183,550
Facilities Construction	150502	11.0	-	-	-	1,485,050	1,485,050	-
Facilities Maintenance	150503	29.0	-	-	-	8,974,384	8,974,384	-
Utilities	150504	0.0	-	-	-	2,800,810	2,800,810	235,400
Capital Projects	150505	0.0	-	-	17,463,088	-	17,463,088	8,140,132
TOTAL		100.7	9,146,606	-	17,463,088	17,726,652	44,336,346	12,906,356
FY 21/22 Budget								
		99.7	8,577,634	217,334	13,168,289	15,351,918	37,315,175	8,969,560
\$ Increase (Decrease)		1.0	568,972	(217,334)	4,294,799	2,374,734	7,021,171	3,936,796
% Increase (Decrease)		1.0%	6.6%	-100%	33%	15%	19%	43.9%

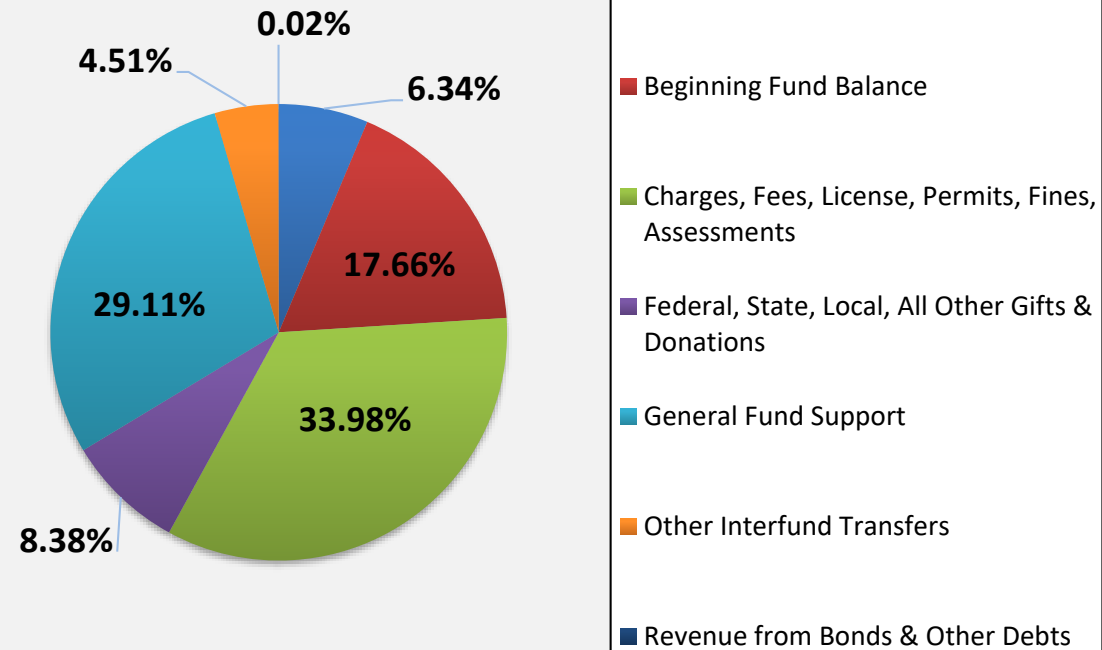
* FY21-22 ARPA revenue of \$217,334 offset by same amount in Personnel Services expense category.

** In FY22-23 internal service charges to GFund Non-Departmental shifted revenue categories from Charges and Fees to General Fund Support including \$1.4M for Facilities.

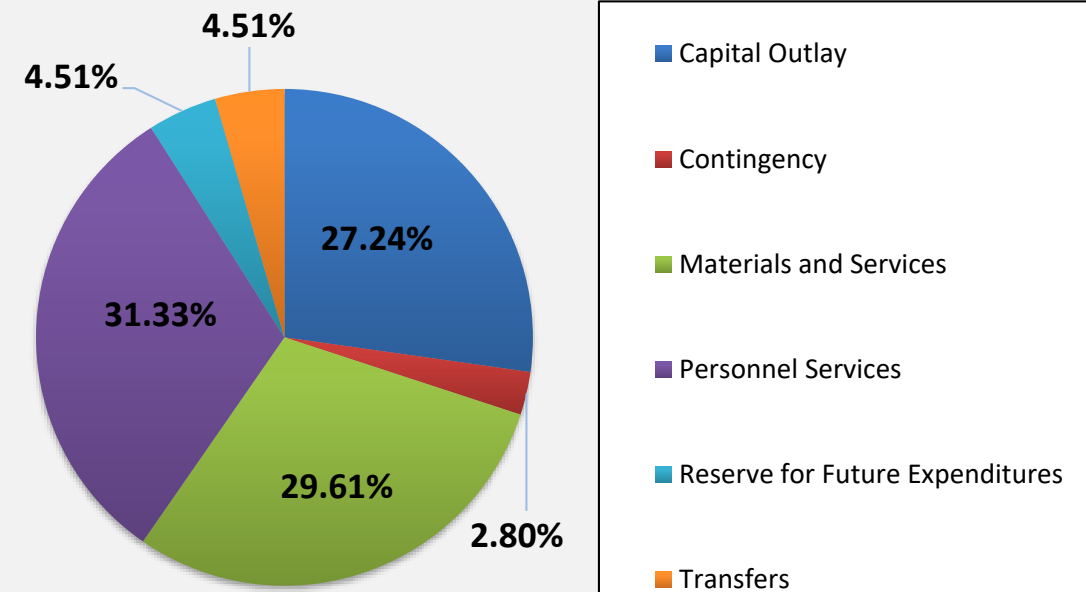
*** General Fund Support is the subsidy, net of any other revenue received by the department.

2022/23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Finance Department (15) - All Funds

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	10,679,184	9,164,151	6,906,554	6,388,482	7,827,984	921,430	13%
Federal, State, Local, All Other Gifts & Donations	1,482,069	25,247	2,844,834	2,424,834	3,715,330	870,496	31%
Charges, Fees, License, Permits, Fines, Assessments	15,313,152	15,296,115	15,587,000	15,523,860	15,067,266	(519,734)	-3%
Revenue from Bonds & Other Debts	13,345	1,034,526	3,000	13,000	9,000	6,000	200%
All Other Revenue Resources	2,614,287	2,577,060	2,944,227	2,944,227	2,810,410	(133,817)	-
Other Interfund Transfers	-	1,010,000	60,000	-	2,000,000	1,940,000	3233%
General Fund Support	-	-	8,969,560	8,549,560	12,906,356	3,936,796	44%
Operating Revenue	19,422,853	19,942,948	30,408,621	29,455,481	36,508,362	6,099,741	20%
Total Revenue	30,102,037	29,107,099	37,315,175	35,843,963	44,336,346	(31,215,434)	19%
Personnel Services	10,127,216	10,954,497	12,893,416	12,221,754	13,892,106	998,690	8%
Materials and Services	9,320,214	11,054,428	15,060,945	12,467,878	13,125,992	(1,934,953)	-13%
Capital Outlay	2,365,011	1,827,486	5,633,236	3,326,347	12,076,296	6,443,060	114%
Operating Expense	21,812,441	23,836,411	33,587,597	28,015,979	39,094,394	5,506,797	16%
Transfers	-	1,000,000	-	-	2,000,000	2,000,000	-
Reserve for Future Expenditures	-	-	2,000,000	-	2,000,000	-	-
Contingency	-	-	1,727,577	-	1,241,952	(485,625)	-28%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	21,812,441	24,836,411	37,315,175	28,015,980	44,336,346	7,021,171	19%
Ending Fund Balance - Restricted				7,827,984			
Revenues Less Expenses**	8,289,596	4,270,688	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	96.5	97.6	99.7	100.7	100.7	1.0	0%

*FY21-22 ARPA funding of \$217,334 is shown in Personnel Services expense category.

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Finance Only

Summary of Revenue & Expenses

Finance Department (15) - General Fund (100)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	900,000	-	860,914	1,092,116	404,594	(456,320)	-53%
Federal, State, Local, All Other Gifts & Donations	246,947	41,729	-	-	13,330	13,330	-
Charges, Fees, License, Permits, Fines, Assessments	4,863,416	4,990,796	5,013,442	4,950,302	5,127,408	113,966	2%
Revenue from Bonds & Other Debts	13,345	1,034,526	3,000	13,000	9,000	6,000	200%
All Other Revenue Resources	222,897	194,762	245,000	245,000	245,000	-	-
Other Interfund Transfers	-	360,000	60,000	-	-	(60,000)	-
General Fund Support	-	-	2,395,278	2,395,278	3,347,274	951,996	40%
Operating Revenue	5,346,605	6,621,813	7,716,720	7,603,580	8,742,012	1,025,292	13%
Total Revenue	6,246,605	6,621,813	8,577,634	8,695,696	9,146,606	(7,552,342)	7%
Personnel Services	5,096,086	5,471,688	6,334,373	5,667,112	6,927,093	592,720	9%
Materials and Services	2,024,925	2,121,096	2,243,260	2,623,990	2,219,514	(23,746)	-1%
Capital Outlay	150	54,706	-	-	-	-	-
Operating Expense	7,121,161	7,647,490	8,577,633	8,291,102	9,146,607	568,974	7%
Total Expense	7,121,161	7,647,490	8,577,633	8,291,102	9,146,607	568,974	7%
Ending Fund Balance - Restricted				404,594			
Revenues Less Expenses**	(874,556)	(1,025,677)	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	45.5	46.6	47.7	48.7	48.7	1.0	0%

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

2022 Major Accomplishments

AREA	DESCRIPTION
Accounting Structure	Successful implementation of the County's new chart of accounts.
Financial Software	Implemented Project Costing and several updates to the ERP system for improved effectiveness. Updated the timekeeping software with the new chart of accounts to eliminate manual labor distribution journal entries.
Reporting & Transparency	Daily accounting data updates to the budget software for timely review of revenues and expenditures for strategic planning.
Budget Accountability	Budget is tied to Performance Clackamas.
Sustainability	Finance Department moved 100% of programs to paperless processes. Paid invoices are in the ERP system and accessible to be retrieved for review. This has eliminated the need for requests to finance and delays of information to departments.
Strategic Policies	Development and updating of various policies: debt, contingency and reserve, capital assets.

Performance Clackamas

Results Measures (Examples)

Line of Business/Program	Results Measure		FY 19-20 Actual	FY 20-21 Target	FY 21-22 Projected Performance	FY 22-23 Target
Financial Executive Support - Executive Leadership & Administration	By July 1, 2021 the chart of accounts will be updated and implemented so departments can align their budgeting, accounting and reporting with strategic business plans to allow for performance-informed decisions.		N/A	100%	100%	N/A
Financial Executive Support – Financial Systems Support	85% Systems users who “strongly agree” or “agree” that they can record, monitor, manage and report their financial information from the County’s systems of record.		N/A	85%	85%	100%
Financial Management & Accountability - Budget	By July 31, 2021, 95% department program managers will have access to budget to actual information on a monthly basis.		N/A	95%	100%	N/A
	By December 31, 2020, new budgeting software will be in place for budget development.		N/A	100%	100%	N/A
Financial Management & Accountability – Procurement	85% of customers surveyed after attending Procurement training indicated that they are more knowledgeable than they were prior to attending.		N/A	85%	91%	85%
Accounting Services – Accounts Payable	50% Total number of payments issued via electronic payment (ACH).		49%	50%	45%	50%

Program Profiles: 2022-23 Summary

Line of Business	Program Name	Total Funds (\$Million)	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Financial Executive Support:	Executive Leadership & Administration	\$963,308	100%	0%	None	100%	62%
	Financial Systems Support	\$660,154	61%	0%	None	100%	50%
Accounting Services:	Accounts Payable	\$647,965	0%	0%	State	100%	100%
	Accounts Receivable	\$641,955	0%	0%	State	100%	20%
	Payroll	\$768,848	16%	0%	Federal & State	100%	70%
Financial Management & Accountability:	Budget	\$1,144,040	60%	0%	State	100%	100%
	Financial Accounting & Reporting	\$2,246,376	45%	0%	Federal & State	100%	67%
	Procurement & Contract Services	\$1,272,234	17%	0%	State & County	100%	100%
Courier & Mail Operations:	Courier & Mail	\$801,726	13%	0%	None	100%	100%

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
New policies: Contingency & Reserve policy, Debt policy, Capital Asset policy	Implementation of these new County policies.

Facilities Only

Summary of Revenue & Expenses

Finance Department (15) - Facilities Management Fund (744)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,534,367	3,011,627	2,079,133	2,239,471	3,802,434	1,723,301	83%
Federal, State, Local, All Other Gifts & Donations	270,231	157,667	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	10,223,541	10,305,319	10,573,558	10,573,558	9,939,858	(633,700)	-6%
All Other Revenue Resources	2,298,394	2,328,590	2,699,227	2,699,227	2,565,410	(133,817)	-5%
General Fund Support	-	-	-	-	1,418,950	1,418,950	-
Operating Revenue	12,792,166	12,791,576	13,272,785	13,272,785	13,924,218	651,433	5%
Total Revenue	14,326,533	15,803,203	15,351,918	15,512,256	17,726,652	14,700,485	15%
Personnel Services	5,031,130	5,482,809	6,341,709	6,337,308	6,865,013	523,304	8%
Materials and Services	6,097,109	6,735,046	7,007,132	5,222,514	7,390,976	383,844	5%
Capital Outlay	186,666	345,877	275,500	150,000	228,710	(46,790)	-17%
Operating Expenditure	11,314,905	12,563,732	13,624,341	11,709,822	14,484,699	860,358	6%
Transfers	-	1,000,000	-	-	2,000,000	2,000,000	-
Contingency	-	-	1,727,577	-	1,241,952	(485,625)	-28%
Total Expense	11,314,905	13,563,732	15,351,918	11,709,822	17,726,652	2,374,734	15%
Ending Fund Balance - Restricted				3,802,434			
Revenue Less Expense	3,011,628	2,239,471	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	51.0	51.0	52.0	52.0	52.0	0.0	-

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

2021 Major Accomplishments

AREA	DESCRIPTION
Asset/ Property Management	<ul style="list-style-type: none"> • Centralize leasing and agreements (IGA, MOU, etc.) • Continued validation of the County assets/ sites/ structures into one comprehensive list.
Systems and Software	<ul style="list-style-type: none"> • Implementation of new service request/work order module. • Implementation of new Project module, including real time cost tracking. • Successful rollout of this new asset management system. This system provides us new tools that will allows us to more effectively communicate, track, and report on the status of Facilities service requests, work orders and projects, while also helping us better manage our assets, space reservations and energy usage.
Strategic Energy Management (SEM)/Sustainability and Green initiatives	<ul style="list-style-type: none"> • Acquired an additional 20 (EV) charging Stations scheduled to be installed later this year. • Installation of another 11 water bottle filling stations/ drinking fountains in effort to reduce plastic waste. • Purchase of Electric and Natural Gas Offsets
Security and Access control	<ul style="list-style-type: none"> • On track to complete the upgrade of the security systems on 22 buildings. Work including additional card access and an upgrade to alarm panels and cameras. • Collaboration with Technology Services on installation of Alertus notification system. Completed Stokes, Juvenile buildings with PSB to be complete by the end of May. • Provided support and security for the BCC public business meetings.
Major Construction Projects	<ul style="list-style-type: none"> • On track to complete 53 Capital and Department funded projects out of the 69 approved and carryforward projects. This includes Capital Improvement, Department funded, and Repair and Maintenance projects. • Emergency relocation of occupants (DA) out of the Butler building to Multnomah Building. Due to immediate lease termination.
Post Pandemic recovery efforts	<ul style="list-style-type: none"> • Support Teleworking and department restructure efforts. • Increased volume of janitorial inspections which lead to more accountability to our contracted service group TVW.

Performance Clackamas

Results Measures (Examples)

Line of Business/Program	Results Measure		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Facilities Management Administrative Services 150501	100% Service requests converted to work orders within 24 hours. *Previously tracked within Mpulse. Now managed in zLink.		99%	100%	100%	100%
Facilities Management Construction 150502	85% of surveyed customers who rate communication with Facilities Construction Staff as “good” or “very good”. *Pulled via Survey Monkey		100%	85%	91%	85%
Facilities Management Maintenance 150503	80% Facilities maintained in “good” or “excellent” condition. *Previously tracked within Mpulse using ratio of completed preventative maintenance / scheduled preventative maintenance. In transitions from mPulse to zLink, the method in which we scheduled and the PM module. We were not able to accurately track this measure preventative maintenance was changed and temporarily captured under both work requests during the implantation period but are on schedule to develop reporting for this measure in the near future.		Average 63%	80%	N/A *Currently Unavailable	80%

Program Profiles: 2022-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Facilities Management	Administrative Services 150501	\$4,466,408	26%	0%	(S) State Courts, (I) WES, (I) OSU (In Progress)	100%	99% Meet
	Construction 150502	\$1,485,050	0%	0%	(S) State Courts, (I) WES, (I) OSU (In Progress)	100%	100% Exceed
	Maintenance 150503	\$8,974,384	0%	0%	(S) State Courts, (I) WES, (I) OSU (In Progress)	100%	63% Improve
	Utilities 150504	\$2,800,810	8%	0%	(S) State Courts, (I) WES, (I) OSU (In Progress)	100%	0% N/A

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
County Employees Telework Policy	Unforeseen cost associated with work space reconfiguration, occupancy changes, etc.
Potential lack of funding for capital improvement projects	Inability to pay cost of wages for non-allocated Construction and Maintenance employees to support other maintenance groups and County agencies (i.e. Sandy Clinic, Fairground) in emergency situations.
Need for clearly defined service level agreements and IGA's	Without clearly defined policies and procedures it is difficult to support other group's maintenance requests.
Opportunity for an established and funded Capital Reserve Program	Higher maintenance cost due to running current equipment beyond recommended manufacture guidelines and experience.
Opportunity to review policy, guidelines and accountability of FMLA claims	Limited availability of employees to handle and manage day to day functions. Increased burden and workload placed on other employees.
P3 Courthouse project	Impact to Red Soils Campus, relocation of buildings, roads, parking lots.

Capital Projects



Description of Fund

The Capital Projects Reserve Fund was originally established to accumulate resources for new facilities and fund improvements to county buildings (including maintenance) and account for the expenditure of those resources.

Revenue Summary

Beginning Fund Balance represents accumulated funds from prior years and balances of dollars for approved projects that are not yet complete. FY22-23 projects will be paid for with both existing resources such as Fund Balance and General Fund support. The courthouse project also incorporates state revenue funds.

Expenditure Summary

The majority of expenditures in this fund are for Capital Outlay. The Materials and Services line items consist of professional services associated with the capital projects. Recent projects includes remodeling and refurbishment in the Development Services Building, Public Services Building, CUP Building, and a covered parking lot for the Bowman Building.

Significant Issues & Changes

The future of this fund will be for new construction capital projects only and capital outlay and maintenance for the County will be detailed out of the Facilities Department budget. The courthouse project was moved into this Capital Projects program at the end FY20-21. The FY22-23 revenue includes \$3.7M general fund support specific to the Courthouse project, and a \$3.7M state revenue matching contribution.

Summary of Revenue & Expenses

Finance Department (15) - Capital Projects Fund (420)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	8,244,817	6,152,525	3,966,507	3,056,895	3,620,956	(345,551)	-9%
Federal, State, Local, All Other Gifts & Donations*	964,890	(174,149)	2,627,500	2,207,500	3,702,000	1,074,500	41%
Charges, Fees, License, Permits, Fines, Assessments	226,195	-	-	-	-	-	-
All Other Revenue Resources	92,997	53,708	-	-	-	-	-
Other Interfund Transfers	-	650,000	-	-	2,000,000	2,000,000	-
General Fund Support	-	-	6,574,282	6,154,282	8,140,132	1,565,850	24%
Operating Revenue	1,284,082	529,559	9,201,782	8,361,782	13,842,132	4,640,350	50%
Total Revenue	9,528,899	6,682,084	13,168,289	11,418,677	17,463,088	4,294,799	33%
Personnel Services	-	-	-	-	100,000	100,000	-
Materials and Services	1,198,180	2,198,285	5,810,553	4,621,374	3,515,502	(2,295,051)	-39%
Capital Outlay	2,178,195	1,426,904	5,357,736	3,176,347	11,847,586	6,489,850	121%
Operating Expenditure	3,376,375	3,625,189	11,168,289	7,797,721	15,463,088	4,294,799	38%
Reserve for Future Expenditures	-	-	2,000,000	-	2,000,000	-	-
Total Expense	3,376,375	3,625,189	13,168,289	7,797,721	17,463,088	4,294,799	33%
Ending Fund Balance Restricted	-	-	-	3,620,956	-		
Revenue Less Expense *	6,152,524	3,056,895	-	-	-		

FY22-23 Capital Project List

Expense Type	Building	Lifecycle Maint / Capital Project	Project Description	Facilities Priority:	FY21-22 Adopted Budget	FY22-23 Requested Budget
Construction	All County	Capital	Install 10 EV Charging Stations - Install 10 new EV Charging stations at various County buildings (TBD)	4	75,000	
Construction	All County	Lifecycle	Replacement Generator or UPS Used to replace a generator or UPS due to failure	4	20,000	\$ 25,000
Building Improvement	Beavercreek Clinic	Capital	Refurbish multiple exam rooms	3		\$ 8,000
Building Improvement	Beavercreek Clinic	Capital	Equipment to Connect Building to Utilidor	3	52,866	\$ 130,000
Building Improvement	Beavercreek Clinic	Maintenance	Project 21-006(1)	1	68,484	\$ 68,484
Building Repair	Beavercreek Clinic	Lifecycle	Replacement of obsolete DDC system with County standard Metasys system. This includes some ductwork modifications to support new controls.	2	102,726	\$ 102,726
FY22-23 New Construction Project	Beavercreek Clinic	Capital	Generator	3		
New Construction Project	Beavercreek Clinic	Lifecycle	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	4	18,925	-
Building Improvement	Bowman Building	Capital	Construct Covered Secured Parking Lot	2	500,000	\$ 480,000
Building Improvement	Bowman Building	Lifecycle	Replace Carpet throughout Building	5	46,750	
Construction	Bowman Building	Capital	Repaint interior, refinish hard floors, 5 cubicles and upgrade cameras.	3	30,000	-
FY22-23 New Construction Project	Brightwood Sand Shed	Capital	Drill well and connect water to office	3		\$ 85,000
Building Improvement	Brooks Building	Capital	Replacement of the 4 - 40 ton intellipaks due to them being at the end of their lifecycle. 20+ years old	2	614,723	-
Construction	Brooks Building	Capital	Brooks Museum Relay	5		-
FY22-23 New Construction Project	Brooks Building	Capital	Upgrade recess can lights to LED	4		\$ 40,000
New Construction Project	Brooks Building	Lifecycle	Purchase of a new 15 Ton heat pump and air handler system for the Brooks auditorium and lobby. Old unit is at the end of its lifecycle.	2	114,671	\$ 114,671
New Construction Project	Brooks Building	Maintenance	Repair of water and heating system	4	30,000	\$ 30,000
New Construction Project	Butler Building	Capital	Move DA out of the Butler Building	1		
Construction	CCOM	Lifecycle	Create larger 4 person office by annexing adjacent storage closet	3	20,466	-
New Construction Project	CCOM	Capital	Security upgrade including Access system upgrades and window Armorcoat.	3	62,370	
New Construction Project	CCOM	Capital	Install Armorcoat on glass windows on the SW,W,and n elevations	4	65,489	\$ -
New Construction Project	CCOM	Maintenance	Replace ceiling tile	4	34,845	\$ -
New Construction Project	CCSO	Capital	Construct new storage building for Marine/Dive unit	4	442,102	\$ -
Construction	Courthouse	Capital	State Court Support Yearly	5		\$ 50,000
Courthouse Development	Courthouse	Capital	Professional Services	1	5,255,000	\$ 2,104,000
Courthouse Development	Courthouse	Capital	Courthouse SDC's	1		\$ 4,300,000
Courthouse Development	Courthouse	Capital	Courthouse Road Construction	1		\$ 6,000,000
New Construction Project	Courthouse	Lifecycle	Clean and Seal Exterior of Building	3		
New Construction Project	Courthouse	Maintenance	Replace Marmoleum Floor in break room	4	6,493	
New Construction Project	CUP	Capital	Move/Install Ham Radio Trailer	3	248,399	\$ 248,399
New Construction Project	CUP	Maintenance	Replace VCT in both main floor lobbies and secure hallway. Add walk-off carpet at exterior doors.	5	15,000	\$ 15,000
Building Improvement	CUP Building	Capital	Security upgrade including smoke detectors, motion sensors, Access system upgrades per Homeland Security.	3		\$ 400,000
Building Improvement	CUP Building	Lifecycle	Replacement of the obsolete DDC system with the County standard Metasys system.	2	67,024	-

FY22-23 Capital Project List

Expense Type	Building	Lifecycle Maint / Capital Project	Project Description	Facilities Priority:	FY21-22 Adopted Budget	FY22-23 Requested Budget
Building Improvement	CUP Building	Capital	Security upgrade including smoke detectors, motion sensors, Access system upgrades per	3	25,000	
Building Repair	CUP Building	Capital	Remodel Phase 4 - Add flooring system above downstairs restrooms to create additional upstairs restrooms / showers as well as two sleeping/wellness rooms to accommodate the new training rooms and to further the COOP plan.	2	371,803	\$ 221,803
Construction	CUP Building	Capital	LED Lighting Retrofit	4	52,980	
Construction	CUP Building	Capital	Retro fit of all lighting within the CUP Building to LED.	3	12,600	-
Construction	CUP Building	Capital	Replace missing ceiling insulation and secure existing insulation in CUP warehouse.	2	306,148	\$ 156,148
New Construction Project	CUP Building	Maintenance	Expand the Facilities secured parking in the rear of the CUP Building per Oregon City's Requirements	2	15,937	-
New Construction Project	CUP Building	Capital	Eddy Current Maintenance that is due on the York Chiller	2	41,019	-
New Construction Project	CUP Building	Capital	Purchase and installation of new Key management system	5	531,060	
Construction	CUP Building	Capital	Repave South Parking Lot	1	70,106	\$ 45,106
Construction	CUP/Silver Oak	Capital	Connect CUP and Silver Oak parking lots with an ADA ramp and stair	2	72,632	\$ 72,632
New Construction Project	DSB Building	Lifecycle	Purchase and replacement of the entry doors	3		
New Construction Project	DSB Building	Lifecycle	Clean and Seal Exterior of Building	4	94,355	-
New Construction Project	DSB Building	Capital	Install automated control valves on the crack system to addback up cooling in the MDF room	4	200,000	\$ -
New Construction Project	DSB Building	Capital	Install two new 100kva UPS units to add redundancy to the MDF Room	2	86,541	\$ 50,000
New Construction Project	DSB,PSB,CUP Buildings	Lifecycle	Replacement of 6-8 of obsolete and end of life cycle VFD units	4	11,415	
New Construction Project	EOC	Maintenance	Replace carpet in EOC conference room	1		
FY22-23 New Construction Project	Fairgrounds	Capital	Construct new exhibit building	2		\$ 40,000
FY22-23 New Construction Project	Fairgrounds	Maintenance	Annual Fair support of electrical systems and full time electricians staffed at County Fair	2	40,000	
New Construction Project	Fairgrounds	Capital	Annual Fair support of electrical systems and full time electricians staffed at County Fair	4	16,675	
New Construction Project	Gladstone Health Clinic	Capital	Install County Controlled access control system	5	11,277	\$ 11,277
New Construction Project	Grounds Building (old dog services)	Maintenance	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3	20,656	
New Construction Project	Hilltop Clinic	Maintenance	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3	8,287	-
New Construction Project	Juvenile Annex	Lifecycle	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3	5,236	
New Construction Project	Juvenile Block Building	Maintenance	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3	18,020	-
New Construction Project	Juvenile Building	Lifecycle	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3	5,963	-
New Construction Project	Juvenile Modular - DA	Lifecycle	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3	5,782	
FY22-23 New Construction Project	Juvenile Skill Center	Lifecycle	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3		
New Construction Project	Juvenile Skill Center	Maintenance	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	2		\$ -
FY22-23 New Construction Project	Juvenile Skills Modular	Capital	Move location across parking lot	5		\$ 30,000
FY22-23 New Construction Project	Landscape Building	Maintenance	Project is for the replacement of 2 Roof Top units that have reached the end of the 15 year lifespan.	5		\$ -
FY22-23 New Construction Project	McBrod	Maintenance	Project is for the replacement of 12 Roof Top units that have reached the end of the 15 year lifespan.	5		\$ 51,231
New Construction Project	Oak Lodge Library	Lifecycle	Replace worn carpet	2	175,000	\$ 50,000
New Construction Project	Oregon Territory Museum	Maintenance	Parking lot repave, railings and ADA installation			

FY22-23 Capital Project List

Expense Type	Building	Lifecycle Maint / Capital Project	Project Description	Facilities Priority:	FY21-22 Adopted Budget	FY22-23 Requested Budget
New Construction Project	OSU Building	Lifecycle	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3	7,395	-
New Construction Project	PSB	Capital	Rey Key Building to Primus Everest	4	49,425	\$ 49,425
Construction	PSB Building	Capital	Upgrade public ADA restrooms for compliance	1	18,166	
FY22-23 New Construction Project	PSB, DSB, CUP	Lifecycle	Replace 8 VFD Drives that are at end of life.	3		\$ 36,000
Building Improvement	PSB/DSB Building	Capital	Installation and Programming of Flow Meters	4		\$ 100,489
Building Improvement	PSB/DSB Building	Capital	Panic System upgrades including either the expanse of the blue warning lights, and multi floor notifications or installation of the Alarmist Emergency notification system.	4	50,000	-
FY22-23 New Construction Project	PSB/DSB Building	Capital	Project is for additional security upgrades to access and entry points.	2		\$ 220,500
Building Repair	PSTC Building	Capital	Clean and Seal Exterior of Building	5	24,651	
New Construction Project	PSTC Building	Capital	Replacement of the MAU unit. This unit serves the ranges and is at the end of its lifecycle	2	946,077	\$ 876,026
Construction	Red Soils Campus	Capital	Install grass block pavers and removable bollards for emergency access between parking areas F & T.	3	19,300	0
FY22-23 New Construction Project	Red Soils Campus		Replace 100 trees of various caliper due to ice storm damage	2		\$ 60,000
FY22-23 New Construction Project	Red Soils Campus	Capital	Drill well and construct well shed	3		\$ 125,000
New Construction Project	Red Soils Campus	Capital	New Courthouse Support Project	1		\$ 100,000
New Construction Project	Red Soils Campus	Capital	Develop Traffic Impact Study for the Master Plan and new Courthouse	1		\$ 25,000
New Construction Project	Sheriff Fleet Building	Lifecycle	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3	9,884	-
FY22-23 New Construction Project	Silver Oak Building	Maintenance	Project is for the replacement of 3 Roof Top units that have reached the end of the 15 year lifespan.	4		\$ 61,927
New Construction Project	Silver Oak Building	Capital	Modify Office to accommodate permanent occupancy of Construction Group	1	109,272	
New Construction Project	Silver Oak Building	Capital	Repair or replace warehouse insulation	3	45,726	\$ 20,726
New Construction Project	Silver Oak Building	Lifecycle	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	2	86,570	-
FY22-23 New Construction Project	SOB	Capital	Install truck door	4		\$ -
Construction	Stokes Building	Maintenance	Replace Heat Pumps - Replace Heat pumps that have reached the end of their lifecycle	2	84,815	-
FY22-23 New Construction Project	Stokes Building	Maintenance	Replace elevator	1		\$ 161,670
New Construction Project	Stokes Building	Capital	Full replacement of the skylight plus installation of fall protection.	1	86,540	
New Construction Project	Stokes Building	Capital	Upgrade upper gravel parking lot per Oregon City and PGE	4	250,000	\$ -
FY22-23 New Construction Project	TS-1 Building	Maintenance	Project is for the replacement of 2 Roof Top units that have reached the end of the 15 year lifespan.	4		\$ 44,849
New Construction Project	TS-1 Building	Lifecycle	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3	9,648	-
New Construction Project	TS-2 Building	Lifecycle	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3	15,821	-
Building Repair	Various Buildings	Capital	Wash and Relamp -This will replace the lighting tubes and wash the fixtures. This is part of the lifecycle maintenance program.	2	56,374	
Construction	Various Buildings	Capital	Install 12 Wheelchair charging stations at various buildings serving high volumes of ADA customers	2	12,000	\$ 12,000
FY22-23 New Construction Project	Various Buildings	Capital	UPS replacement/upgrades	4		\$ 60,000

FY22-23 Capital Project List

Expense Type	Building	Lifecycle Maint / Capital Project	Project Description	Facilities Priority:	FY21-22 Adopted Budget	FY22-23 Requested Budget
				4		
FY22-23 New Construction Project	Various Buildings	Maintenance	Wash and Relamp			\$ 60,000
FY22-23 New Construction Project	Various Buildings	Capital	Irrigation sprinkler upgrades	5		\$ -
New Construction Project	Various Buildings	Capital	Install Safety Railings per OSHA around skylights, roof access hatches and extension poles	1	143,000	\$ 120,000
New Construction Project	Various Buildings	Capital	Install 12 County Standard Drinking Fountains Drinking Fountains Throughout Various County Buildings in Public Spaces	4	60,000	
New Construction Project	Various Buildings	Maintenance	Sealcoat and Repair of parking lots	3	325,000	\$ 310,000
New Construction Project	Various Buildings	Capital	Emergency Response Containers placed throughout the County in strategic locations.	4	571,525	\$ -
New Construction Project	Various Buildings	Capital	Install Minimum of 10 EV Charging Stations	4	85,000	\$ 90,000
New Construction Project	WIC Building	Lifecycle	Paint Exterior of Building. 10 Year lifecycle and now on 11th year.	3	12,280	-
Grand Total					\$ 13,168,291	\$ 17,463,089

End of Presentation

The logo for Clackamas County features a stylized mountain peak in a teal color. A white, curved shape, resembling a stylized 'C' or a path, is positioned in front of the mountain.

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CLACKAMAS
COUNTY



Department of Finance (15)

Department Mission

The mission of the Department of Finance is to provide financial and facilities management services to County departments and agencies so they can effectively deliver services to their customers while promoting transparency and responsible stewardship of public funds.

Department of Finance (15)

Elizabeth Comfort - Director
Ed Johnson - Deputy Director
Patrick Williams - Deputy Director
FTE 100.7
Total Budget \$ 44,336,346

General Fund Support \$12,906,356

Financial Executive Support Total Budget \$1,623,462 Gen Fund \$ 1,218,868	Accounting Services Total Budget \$2,058,768 Gen Fund \$ 122,298	Financial Management & Accountability Total Budget \$4,662,650 Gen Fund \$ 1,901,749	Courier & Mail Operations Total Budget \$801,726 Gen Fund \$ 104,359	Facilities Management Jeff Jorgensen - Division Director Total Budget \$17,726,652 Gen Fund \$ 12,906,356
Executive Leadership & Administration Elizabeth Comfort Director FTE 2.22 Total Budget \$963,308 Gen Fund \$ 963,308	Accounts Payable Sue Unger Accounting Manager FTE 4.72 Total Budget \$647,965 Gen Fund \$ -	Budget Sandra Montoya Budget Manager FTE 5.22 Total Budget \$1,144,040 Gen Fund \$ 686,310	Courier & Mail Operations Laurie Bergstrom Office Supervisor FTE 4.87 Total Budget \$801,726 Gen Fund \$ 104,359	Facilities Administrative Services Stephen Hill Business Services Manager FTE 12.00 Total Budget \$4,466,408 Gen Fund \$ 1,183,550
Financial Systems Support Sandra Montoya Budget Manager FTE 2.22 Total Budget \$660,154 Gen Fund \$ 255,560	Accounts Receivable Sue Unger Accounting Manager FTE 4.72 Total Budget \$641,955 Gen Fund \$ -	Financial Accounting & Reporting Patrick Williams Deputy Director FTE 9.22 Total Budget \$2,246,376 Gen Fund \$ 1,001,574		Facilities Construction Steven Bloemer Construction Supervisor FTE 11.00 Total Budget \$1,485,050 Gen Fund \$ -
	Payroll Vicky Anderson Payroll Supervisor FTE 5.22 Total Budget \$768,848 Gen Fund \$ 122,298	Procurement & Contract Services Ryan Rice Procurement Manager FTE 8.22 Total Budget \$1,272,234 Gen Fund \$ 213,865		Facilities Maintenance Dan Robertson Operations Manager FTE 29.00 Total Budget \$8,974,384 Gen Fund \$ -
				Utilities Stephen Hill Business Services Manager Total Budget \$2,800,810 Gen Fund \$ 235,400
				Capital Projects Stephen Hill Business Services Manager Total Budget \$17,463,088 Gen Fund \$ 8,140,132



Finance Department (15)

Department Budget Summary by Fund

Line of Business		FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23
			General Fund	ARPA	Capital Projects	Facilities Management	Total	General Fund Support in Budget***
Program	Prog #	FTE	(100)	(230)*	Fund (420)	Fund (744)**	Budget	
Financial Executive Support								
Executive Leadership & Administration	150101	3.3	963,308	-	-	-	963,308	963,308
Financial Systems Support	150102	2.2	660,154	-	-	-	660,154	255,560
Accounting Services								
Accounts Payable	150202	5.4	647,965	-	-	-	647,965	-
Accounts Receivable	150203	4.7	641,955	-	-	-	641,955	-
Payroll	150204	5.2	768,848	-	-	-	768,848	122,298
Financial Management & Accountability								
Budget	150302	5.2	1,144,040	-	-	-	1,144,040	686,310
Financial Reporting	150303	10.2	2,246,376	-	-	-	2,246,376	1,001,574
Procurement and Contract Services	150304	8.2	1,272,234	-	-	-	1,272,234	213,865
Courier & Mail Operations								
Courier and Mail	150402	4.2	801,726	-	-	-	801,726	104,359
Facilities Management								
Facilities Administrative Services	150501	12.0	-	-	-	4,466,408	4,466,408	1,183,550
Facilities Construction	150502	11.0	-	-	-	1,485,050	1,485,050	-
Facilities Maintenance	150503	29.0	-	-	-	8,974,384	8,974,384	-
Utilities	150504	0.0	-	-	-	2,800,810	2,800,810	235,400
Capital Projects	150505	0.0	-	-	17,463,088	-	17,463,088	8,140,132
TOTAL		100.7	9,146,606	-	17,463,088	17,726,652	44,336,346	12,906,356
FY 21/22 Budget								
		99.7	8,577,634	217,334	13,168,289	15,351,918	37,315,175	8,969,560
\$ Increase (Decrease)		1.0	568,972	(217,334)	4,294,799	2,374,734	7,021,171	3,936,796
% Increase (Decrease)		1.0%	6.6%	-100%	33%	15%	19%	43.9%

* FY21-22 ARPA revenue of \$217,334 offset by same amount in Personnel Services expense category.

** In FY22-23 internal service charges to GFund Non-Departmental shifted revenue categories from Charges and Fees to General Fund Support including \$1.4M for Facilities.

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



Financial Executive Support

Executive Leadership & Administration





Purpose Statement

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

Performance Narrative Statement

The Executive Leadership & Administration Program proposes a \$963,308 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 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
 Result	Department respondents will "agree" or "strongly agree" that they receive quality professional services from the Finance Department that equip them to do their jobs	NEW	85%	85%	87%	100%
 Result	Bond rating maintained or improved	Aaa	N/A	N/A	N/A	N/A
 Result	% Finance Divisions/Programs with updated strategic plan performance results	100%	N/A	N/A	N/A	N/A
 Result	% Chart of Accounts updated and implemented so departments can align their budgeting, accounting and reporting with strategic business plans to allow for performance-informed decisions	NEW	NEW	100%	100%	N/A

Program includes:

Mandated Services

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 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.



Financial Executive Support

Executive Leadership & Administration

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	900,000	-	192,116	-	-	(192,116)	-100%
Federal, State, Local, All Other Gifts & Donations	10,014	179	2,036	2,036	-	(2,036)	-100%
All Other Revenue Resources	4,710	-	-	-	-	-	-
General Fund Support	-	-	472,702	728,809	963,308	490,606	104%
Operating Revenue	14,724	179	474,738	730,845	963,308	488,570	103%
Total Revenue	914,724	179	666,854	730,845	963,308	296,454	44%
Personnel Services	916,471	680,976	589,506	657,559	881,246	291,740	49%
Materials and Services	164,909	93,209	77,348	73,286	82,062	4,714	6%
Capital Outlay	18	-	-	-	-	-	-
Operating Expense	1,081,398	774,185	666,854	730,845	963,308	296,454	44%
Total Expense	1,081,398	774,185	666,854	730,845	963,308	296,454	44%
Revenue Less Expense	(166,674)	(774,006)	-	-	-	-	

Significant Issues and Changes

FY22-23 Personnel Services: Increase is due to the approved addition of a second Deputy Director position.



Financial Executive Support

Financial System Support


Purpose Statement

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

Performance Narrative Statement

The Financial System Support Program proposes a \$660,154 budget, a continuation of current service funding levels. These resources will allow the program to deliver financial systems development, implementation, maintenance and training to department and County staff so they can effectively manage and apply the finances of the County, which benefit County residents through responsible management, furthering the strategic objective of building public trust through good government.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
 Result	Systems users who "strongly agree" or "agree" that they can record, monitor, manage, and report their financial information from the County's system of record	NEW	NEW	85%	0%	85%
Output	Number of employees that attended PeopleSoft Finance classes	50	N/A	N/A	243	N/A

Program includes:

Mandated Services

Shared Services

Grant Funding



Financial Executive Support

Financial System Support

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	668,798	1,092,116	404,594	(264,204)	-40%
Revenue From Bonds & Other Debts	-	1,000,000	-	-	-	-	-
Other Interfund Transfers	-	360,000	60,000	-	-	(60,000)	-100%
General Fund Support	-	-	250,547	250,550	255,560	5,013	2%
Operating Revenue	-	1,360,000	310,547	250,550	255,560	(54,987)	-18%
Total Revenue	-	1,360,000	979,345	1,342,666	660,154	(319,191)	-33%
Personnel Services	-	344,274	456,806	338,616	352,103	(104,703)	-23%
Materials and Services	-	608,986	522,539	599,456	308,051	(214,488)	-41%
Capital Outlay	-	54,706	-	-	-	-	-
Operating Expense	-	1,007,966	979,345	938,072	660,154	(319,191)	-33%
Total Expense	-	1,007,966	979,345	938,072	660,154	(319,191)	-33%
Ending Fund Balance - Restricted				404,594			
Revenue Less Expense	-	352,034	-	-	-	-	

Significant Issues and Changes

FY20-21: Newly created program that houses two employees previously housed in the Office of the Director (now Executive Leadership & Administration).



Accounting Services

Accounts Payable



Purpose Statement

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

Performance Narrative Statement

The Accounts Payable Program budget of \$647,965, is 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
 Result	Payments issued within 7 days of Accounts Payable receiving properly completed payment request	NEW	23%	100%	24%	100%
 Result	% of vendor payments issued via ACH	19%	49%	50%	40%	50%
Output	Number of vendor payments issued via check	23,769	8,675	N/A	5,855	N/A
Output	Number of vendor payments issued via ACH	1,193	6,735	N/A	3,699	N/A

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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



Accounting Services

Accounts Payable

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	-	3,042	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	507,242	532,755	601,325	502,965	(29,790)	-6%
All Other Revenue Resources	-	-	-	-	145,000	145,000	-100%
Operating Revenue	-	510,284	532,755	601,325	647,965	115,210	22%
Total Revenue	-	510,284	532,755	601,325	647,965	115,210	22%
Personnel Services	-	296,421	441,646	415,803	573,026	131,380	30%
Materials and Services	-	86,850	91,109	185,522	74,939	(16,170)	-18%
Operating Expense	-	383,271	532,755	601,325	647,965	115,210	22%
Total Expense	-	383,271	532,755	601,325	647,965	115,210	22%
Revenue Less Expense	-	127,013	-	-	-	-	

Significant Issues and Changes

FY20-21: Newly created program under Finance's strategic plan that houses existing employees and costs.



Accounting Services

Accounts Receivable


Purpose Statement

The purpose of the Accounts Receivable Program is to provide billing and collection support services to County Departments so they can collect and accurately report revenue earned from the services they provide.

Performance Narrative Statement

The Accounts Receivable Program proposes a \$641,955 budget, 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
	Result Accounts and billings collected within 60 days	NEW	NEW	75%	N/A	75%

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



Accounting Services

Accounts Receivable

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	70,776	5,306	10,178	10,178	-	(10,178)	-100%
Charges, Fees, License, Permits, Fines, Assessments	1,279,960	773,954	623,666	528,774	641,955	18,289	3%
Operating Revenue	1,350,736	779,260	633,844	538,952	641,955	8,111	1%
Total Revenue	1,350,736	779,260	633,844	538,952	641,955	8,111	1%
Personnel Services	931,367	263,392	545,454	456,020	490,970	(54,484)	-10%
Materials and Services	438,944	138,479	88,390	82,932	150,985	62,595	71%
Capital Outlay	46	-	-	-	-	-	-
Operating Expense	1,370,357	401,871	633,844	538,952	641,955	8,111	1%
Total Expense	1,370,357	401,871	633,844	538,952	641,955	8,111	1%
Revenue Less Expense	(19,621)	377,389	-	-	-	-	

Significant Issues and Changes

FY20-21: Newly created program under Finance's strategic plan that houses existing employees and costs. In FY19-20, it was Accounting and had Accounts Payable and Accounts Receivable staff, as well as General Ledger and Audit Support staff.



Accounting Services

Payroll


Purpose Statement

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

Performance Narrative Statement

The Payroll Program proposes a \$768,848 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
 Result	Employees paid accurately per pay period	95%	97%	99%	95%	99%
Output	Number of timesheet amendments completed	2,500	4,041	N/A	1,400	N/A

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



Accounting Services

Payroll

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	12,818	345	-	-	13,330	13,330	100%
Charges, Fees, License, Permits, Fines, Assessments	632,665	632,720	632,720	632,720	633,220	-	-
General Fund Support	-	-	119,900	119,900	122,298	2,398	2%
Operating Revenue	645,483	633,065	752,620	752,620	768,848	16,228	2%
Total Revenue	645,483	633,065	752,620	752,620	768,848	16,228	2%
Personnel Services	666,047	690,476	689,087	690,207	697,615	8,528	1%
Materials and Services	86,974	74,847	63,533	62,413	71,233	7,700	12%
Capital Outlay	20	-	-	-	-	-	-
Operating Expense	753,041	765,323	752,620	752,620	768,848	16,228	2%
Total Expense	753,041	765,323	752,620	752,620	768,848	16,228	2%
Revenue Less Expenses	(107,558)	(132,258)	-	-	-	-	
Significant Issues and Changes							



Financial Management & Accountability

Budget



Purpose Statement

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

Performance Narrative Statement

The Budget program proposes a budget of \$1,144,040, 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
 Result	Appropriation in which year-end actual is within 5% of final budget	NEW	NEW	75%	Reported after end of FY	75%
 Result	% of departmental budgets where expenditures do not exceed appropriations at end of fiscal year.	98%	98%	100%	NA ¹	N/A

¹ NA - Audit results are monitored as of fiscal year end.

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 & Accountability

Budget

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	2,658	30	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	456,116	454,399	457,633	457,633	457,730	97	-
General Fund Support	-	-	634,259	584,259	686,310	52,051	8%
Operating Revenue	458,774	454,429	1,091,892	1,041,892	1,144,040	52,148	5%
Total Revenue	458,774	454,429	1,091,892	1,041,892	1,144,040	52,148	5%
Personnel Services	451,747	771,269	788,549	793,556	852,008	63,459	8%
Materials and Services	581,416	90,657	303,343	248,336	292,032	(11,311)	-4%
Capital Outlay	16	-	-	-	-	-	-
Operating Expense	1,033,179	861,926	1,091,892	1,041,892	1,144,040	52,148	5%
Total Expense	1,033,179	861,926	1,091,892	1,041,892	1,144,040	52,148	5%
Revenue Less Expense	(574,405)	(407,497)	-	-	-	-	

Significant Issues and Changes



Financial Management & Accountability

Financial Accounting & Reporting



Purpose Statement

The purpose of the Financial Accounting & Reporting program is to provide financial reporting, general ledger, and grants management services to the County and County Departments so they can have timely and accurate financial reports to make informed decisions.

Performance Narrative Statement

The Financial Accounting & Reporting Program proposes a budget of \$2,246,376, 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
 Result	Grants without financial audit & monitoring findings	100%	0%	100%	0%	100%
 Result	% Financial reports filed on or before the due date	87%	98%	100%	81%	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.

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 & Accountability

Financial Accounting & Reporting

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	52,494	24,957	7,324	7,324	-	(7,324)	-100%
Charges, Fees, License, Permits, Fines, Assessments	920,155	920,100	1,079,481	1,329,591	1,244,802	165,321	15%
General Fund Support	-	-	605,885	399,775	1,001,574	395,689	65%
All Other Revenue Resources	-	20,073	-	-	-	-	-
Operating Revenue	972,649	965,130	1,692,690	1,736,690	2,246,376	553,686	33%
Total Revenue	972,649	965,130	1,692,690	1,736,690	2,246,376	553,686	33%
Personnel Services	820,612	1,041,030	1,276,703	1,039,262	1,570,019	293,316	23%
Materials and Services	159,747	496,298	415,987	697,428	676,357	260,370	63%
Capital Outlay	27	-	-	-	-	-	-
Operating Expense	980,386	1,537,328	1,692,690	1,736,690	2,246,376	553,686	33%
Total Expense	980,386	1,537,328	1,692,690	1,736,690	2,246,376	553,686	33%
Revenue Less Expense	(7,737)	(572,198)	-	-	-	-	

Significant Issues and Changes

FY20-21: Newly created program under Finance's strategic plan that houses existing employees and costs. Two FTE that supported the General Ledger and Annual Audit were moved into this program.

FY22-23 Personnel Services: The budget increase reflects an additional Principal Accountant position.



Financial Management & Accountability

Procurement and Contract Services


Purpose Statement

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

Performance Narrative Statement

The Procurement and Contract Services Program proposes a \$1,272,234 budget. The adopted 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/20	FY 22-23 Target
 Result	% Small contracts (<\$50k) completed within 10 business days	85%	88%	90%	83%	100%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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

Procurement and Contract Services

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	80,818	7,501	4,154	4,154	-	(4,154)	-100%
Charges, Fees, License, Permits, Fines, Assessments	900,488	995,372	977,321	680,259	949,369	(27,952)	-3%
Revenue from Bonds & Other Debts	13,345	34,526	3,000	13,000	9,000	6,000	200%
All Other Revenue Resources	218,177	174,689	245,000	245,000	100,000	(145,000)	-59%
General Fund Support	-	-	209,672	209,672	213,865	4,193	2%
Operating Revenue	1,212,828	1,212,088	1,439,147	1,152,085	1,272,234	(166,913)	-12%
Total Revenue	1,212,828	1,212,088	1,439,147	1,152,085	1,272,234	(166,913)	-12%
Personnel Services	975,326	1,040,308	1,190,311	920,224	1,133,109	(57,202)	-5%
Materials and Services	175,422	134,133	248,836	231,861	139,125	(109,711)	-44%
Capital Outlay	23	-	-	-	-	-	-
Operating Expense	1,150,771	1,174,441	1,439,147	1,152,085	1,272,234	(166,913)	-12%
Total Expense	1,150,771	1,174,441	1,439,147	1,152,085	1,272,234	(166,913)	-12%
Revenue Less Expense	62,057	37,647	-	-	-	-	
Significant Issues and Changes							



Courier and Mail Operations

Courier and Mail Operations



Purpose Statement

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

Performance Narrative Statement

The Courier and Mail Program proposes a \$801,726 budget. The adopted 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/20	FY 22-23 Target
 Result	Surveyed respondents who "agree" or "strongly agree" that Courier and Mail Operations provides services that support their business operations	NEW	90%	90%	96%	90%
 Result	Surveyed respondents who "agree" or "strongly agree" that Courier and Mail Operations provides quality customer services	NEW	96%	90%	100%	90%

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)



Courier and Mail Operations

Courier and Mail Operations

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	17,369	369	16,450	16,450	-	(16,450)	-100%
Charges, Fees, License, Permits, Fines, Assessments	674,033	707,008	709,866	720,000	697,367	(12,499)	-2%
All Other Revenue Resources	10	-	-	-	-	-	-
General Fund Support	-	-	102,313	102,313	104,359	2,046	2%
Operating Revenue	691,412	707,377	828,629	838,763	801,726	(26,903)	-3%
Total Revenue	691,412	707,377	828,629	838,763	801,726	(26,903)	-3%
Personnel Services	334,516	343,542	396,455	396,007	376,996	(19,459)	-5%
Materials and Services	417,514	397,637	432,173	442,756	424,730	(7,443)	-2%
Operating Expense	752,030	741,179	828,629	838,763	801,726	(26,903)	-3%
Total Expense	752,030	741,179	828,629	838,763	801,726	(26,903)	-3%
Revenue Less Expense	(60,618)	(33,802)	-	-	-	-	

Significant Issues and Changes



Facilities Management

Facilities Administrative Services


Purpose Statement

The purpose of the Facilities Administrative Services program is to provide information, coordination, analysis and support with financial and asset management services to the Facilities Staff and Occupants of County Facilities.

Performance Narrative Statement

The Facilities Administrative Services program proposes a \$4,466,408 budget. These resources allow this program to effectively manage work requests, submittal of payments, financial accounting, and overall customer service.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	Ratio of preventive maintenance to unplanned work orders	56:44	Discontinued in FY 19-20	N/A	N/A
 Result	% of Facilities that meet or exceed health, safety, and comfort standards	NA - Survey being created	Discontinued in FY 19-20	N/A	N/A
Result	% of work orders completed to customer satisfaction	90.00%	Discontinued in FY 19-20	N/A	N/A
	100% service requests converted to work orders within 24 hours	*New Measure for 2020-2021*	99%	100%	100%
	75% of completed work orders closed within 2 weeks	*New Measure for 2020-2021*	0%	0%	75%
	By January 1, 2021, the County will fully implement an asset management system allowing departments to track projects from beginning to end. (Strategic Result #4)	*New Measure for 2020-2021*	100%	100%	100%
	By June 30, 2023, a long-term maintenance plan for County facilities will be completed, including an assessment of County facilities and the funding requirements to meet the plan. (Strategic Result #4)	*New Measure for 2020-2021*	45%	40%	66%
	By 2024, 80% facilities will be maintained in good to excellent condition. (Strategic Result #4)	*New Measure for 2020-2021*	53%	0%	50%
	By 2024, 80% facilities will meet established maintenance and cleanliness standards. (Strategic Result #4)	*New Measure for 2020-2021*	15%	20%	50%
	# service requests converted to work orders	N/A	4645	1462	N/A
	75% Work orders completed within 30 days or less.	*New Measure for 2020-2021*	0%	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 were revised for FY 2020-2021.
* An asset management program is still being developed.



Facilities Management

Facilities Administrative Services

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,534,367	2,101,041	1,903,299	1,049,272	2,524,724	621,425	33%
Federal, State, Local, All Other Gifts & Donations	110,069	102,767	56,574	56,574	-	(56,574)	-100%
Charges, Fees, License, Permits, Fines, Assessments	4,267,370	4,262,169	4,185,601	4,185,601	758,134	(3,427,467)	-82%
All Other Revenue Resources	2,296,079	2,326,218	-	-	-	-	-
General Fund Support	-	-	-	-	1,183,550	1,183,550	-
Operating Revenue	6,673,518	6,691,154	4,242,175	4,242,175	1,941,684	(2,300,491)	-54%
Total Revenue	8,207,885	8,792,195	6,145,474	5,291,447	4,466,408	(1,679,066)	-27%
Personnel Services	1,206,326	1,584,279	1,750,749	1,751,049	1,289,310	(461,439)	-26%
Materials and Services	4,713,852	4,812,767	2,516,808	865,674	984,146	(1,532,662)	-61%
Capital Outlay	186,666	345,877	275,500	150,000	228,710	(46,790)	-17%
Operating Expense	6,106,844	6,742,923	4,543,057	2,766,723	2,502,166	(2,040,891)	-45%
Transfers	-	1,000,000	-	-	722,290	722,290	-
Contingency	-	-	1,602,417	-	1,241,952	(360,465)	-22%
Total Expense	6,106,844	7,742,923	6,145,474	2,766,723	4,466,408	(1,679,066)	-27%
Ending Fund Balance - Restricted				2,524,724			
Revenue Less Expense	2,101,041	1,049,272	-	-	-	-	
Significant Issues and Changes							



Facilities Management

Facilities Construction

Purpose Statement

The purpose of the Facilities Construction program is to provide consultation, design, estimation, and project management services to County Departments and Agencies, so they can serve their customers in well-planned facilities.

Performance Narrative Statement

The Facilities Construction program proposes a \$1,485,050 budget. 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	% Construction projects completed within budget	90%	Discontinued in FY19-20	Discontinued in FY19-20	N/A	N/A
Result	% Construction projects completed on-time	75%	Discontinued in FY 19-21	Discontinued in FY 19-21	N/A	N/A
Result	% of customers rate communication as Effectively or Very Effectively.	* New Measure for 2019-2020	100%	85%	91%	85%
	75% projects completed with 2 or fewer internal change orders	*New Measure for 2020-2021*	100%	75%	100%	75%
	75% of work orders received requesting project estimates assigned and a customer meeting scheduled within 2 weeks	*New Measure for 2020-2021*	100%	75%	100%	75%
	75% completed within timeline estimate determined at project meeting	*New Measure for 2020-2021*	95%	75%	100%	75%
	# Projects completed	N/A	176	N/A	80	N/A

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 We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements for the buildings.

Managing for Results Goals were revised for FY 2020-21.



Facilities Management

Facilities Construction

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	1,511	50,674	30,892	-	(50,674)	-100%
Federal, State, Local, All Other Gifts & Donations	47,897	19,735	32,566	32,566	-	(32,566)	-100%
Charges, Fees, License, Permits, Fines, Assessments	1,263,400	1,122,426	1,509,736	1,509,736	1,485,050	(24,686)	-2%
Operating Revenue	1,311,297	1,142,161	1,542,302	1,542,302	1,485,050	(57,252)	-4%
Total Revenue	1,311,297	1,143,672	1,592,976	1,573,194	1,485,050	(107,926)	-7%
Personnel Services	1,239,535	1,064,024	1,474,551	1,469,852	1,357,280	(117,271)	-8%
Materials and Services	70,250	48,757	118,425	103,342	127,770	9,345	8%
Operating Expense	1,309,785	1,112,781	1,592,976	1,573,194	1,485,050	(107,926)	-7%
Total Expense	1,309,785	1,112,781	1,592,976	1,573,194	1,485,050	(107,926)	-7%
Revenue Less Expense	1,512	30,891	-	-	-	-	

Significant Issues and Changes



Facilities Management

Facilities Maintenance



Purpose Statement

The purpose of the Facilities Maintenance program is to provide preventive and corrective asset maintenance services to County Departments and Agencies, so they can provide services to their customers in a safe, secure and well-maintained environment.

Performance Narrative Statement

The Facilities Maintenance program proposes a \$8,974,384 budget, an increase of our current funding level due to increased cost for materials and contracted services. These resources will allow us to quickly respond to work requests and proactively complete preventative maintenance on county assets.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 20-21 Target	FY 21-22 Actuals as of 12/31/21	FY 21-22 Target
 Result	% County facilities that are completely inventoried in an asset management program	75%	Discontinued in FY 19-20	Discontinued in FY 19-20	N/A	N/A
 Result	% Facilities maintained in good to excellent condition	75%	75%	80%	Unavailable at this time	80%
Efficiency	# Square feet maintained per maintenance technician (National recommended average of 42,500 sq. ft.)	62,681 sq. ft.	Discontinued in FY 19-20	Discontinued in FY 19-20	N/A	N/A
	\$ Corrective repairs/ \$ preventive maintenance	N/A	\$1,279,472 Corrective repair / \$650,486 preventative	N/A	Unavailable at this time	N/A
	100% Facilities where required fire evacuation drills are successfully conducted annually	N/A	100%	100%	50%	100%
	100% Janitorial inspections that meet maintenance and cleanliness standards	N/A	5%	100%	20%	100%
	100% Facilities with intrusion alarm systems	N/A	75%	100%	83%	100%
	75% of work orders completed within 2 weeks	N/A	88%	75%	Unavailable at this time	75%
	# Planned Corrective Actions completed	N/A	7692	N/A	1115	N/A

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements for the buildings.

Managing for Results Goals are being revised for FY 2020-21.



Facilities Management

Facilities Maintenance

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	909,075	-	1,159,307	1,277,710	1,277,710	-
Federal, State, Local, All Other Gifts & Donations	112,266	35,165	88,052	88,052	-	(88,052)	-100%
Charges, Fees, License, Permits, Fines, Assessments	4,692,770	4,920,723	4,878,221	4,878,221	7,696,674	2,818,453	58%
All Other Revenue Resources	2,315	2,372	-	-	-	-	-
Operating Revenue	4,807,351	4,958,260	4,966,273	4,966,273	7,696,674	4,008,111	55%
Total Revenue	4,807,351	5,867,335	4,966,273	6,125,580	8,974,384	4,008,111	81%
Personnel Services	2,585,269	2,834,507	3,293,601	3,293,599	4,218,424	924,823	28%
Materials and Services	1,313,007	1,873,522	1,672,672	1,554,271	3,478,250	1,805,578	108%
Operating Expense	3,898,276	4,708,029	4,966,273	4,847,870	7,696,674	2,730,401	55%
Transfers	-	-	-	-	1,277,710	1,277,710	-
Total Expense	3,898,276	4,708,029	4,966,273	4,847,870	8,974,384	4,008,111	81%
Ending Fund Balance - Restricted				1,277,710			
Revenue Less Expense	909,075	1,159,307	-	-	-	-	
Significant Issues and Changes							



Facilities Management

Utilities

Purpose Statement

The purpose of the Utilities program is to monitor and analyze Utility data with a focus on improving the energy usage and operation of buildings to meet County sustainability goals.

Performance Narrative Statement

The Utilities program proposes a \$2,800,810 budget. The resources for this program are used to pay the utility bills for the locations that Facilities Management oversees.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	Reduce overall energy intensity (per sq. ft.)	68.28%	Discontinued in FY 19-20	Discontinued in FY 19-20	N/A	N/A

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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



Facilities Management

Utilities

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	125,160	-	-	(125,160)	-100%
All Other Revenue Resources	-	-	2,699,227	2,699,227	2,565,410	(133,817)	-5%
General Fund Support	-	-	-	-	235,400	235,400	-
Operating Revenue	-	-	2,699,227	2,699,227	2,800,810	101,583	4%
Total Revenue	-	-	2,824,387	2,699,227	2,800,810	(23,577)	-1%
Materials and Services	-	-	2,699,227	2,699,227	2,800,810	101,583	4%
Operating Expense	-	-	2,699,227	2,699,227	2,800,810	101,583	4%
Contingency	-	-	125,160	-	-	(125,160)	-100%
Total Expense	-	-	2,824,387	2,699,227	2,800,810	(23,577)	-1%
Revenue Less Expense	-	-	-	-	-	-	
Significant Issues and Changes							



Facilities Management

Capital Projects

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	8,244,817	6,152,525	3,966,507	3,056,895	3,620,956	(345,551)	-9%
Federal, State, Local, All Other Gifts & Donations	964,890	(174,149)	2,627,500	2,207,500	3,702,000	1,074,500	41%
Charges, Fees, License, Permits, Fines, Assessments	226,195	-	-	-	-	-	-
All Other Revenue Resources	92,997	53,708	-	-	-	-	-
Other Interfund Transfers	-	650,000	-	-	2,000,000	2,000,000	-
General Fund Support	-	-	6,574,282	6,154,282	8,140,132	1,565,850	24%
Operating Revenue	1,284,082	529,559	9,201,782	8,361,782	13,842,132	4,640,350	50%
Total Revenue	9,528,899	6,682,084	13,168,289	11,418,677	17,463,088	4,294,799	33%
Personnel Services	-	-	-	-	100,000	100,000	-
Materials and Services	1,198,180	2,198,285	5,810,553	4,621,374	3,515,502	(2,295,051)	-39%
Capital Outlay	2,178,195	1,426,904	5,357,736	3,176,347	11,847,586	6,489,850	121%
Operating Expense	3,376,375	3,625,189	11,168,289	7,797,721	15,463,088	4,294,799	38%
Reserve for Future Expenditures	-	-	2,000,000	-	2,000,000	-	-
Total Expense	3,376,375	3,625,189	13,168,289	7,797,721	17,463,088	4,294,799	33%
Ending Fund Balance - Restricted				3,620,956		-	-
Revenue Less Expense	6,152,524	3,056,895	-	-	-	-	
Significant Issues and Changes							



Non-Departmental

FY22-23 BUDGET PRESENTATION





Non Departmental (00)

Department Budget Summary by Fund

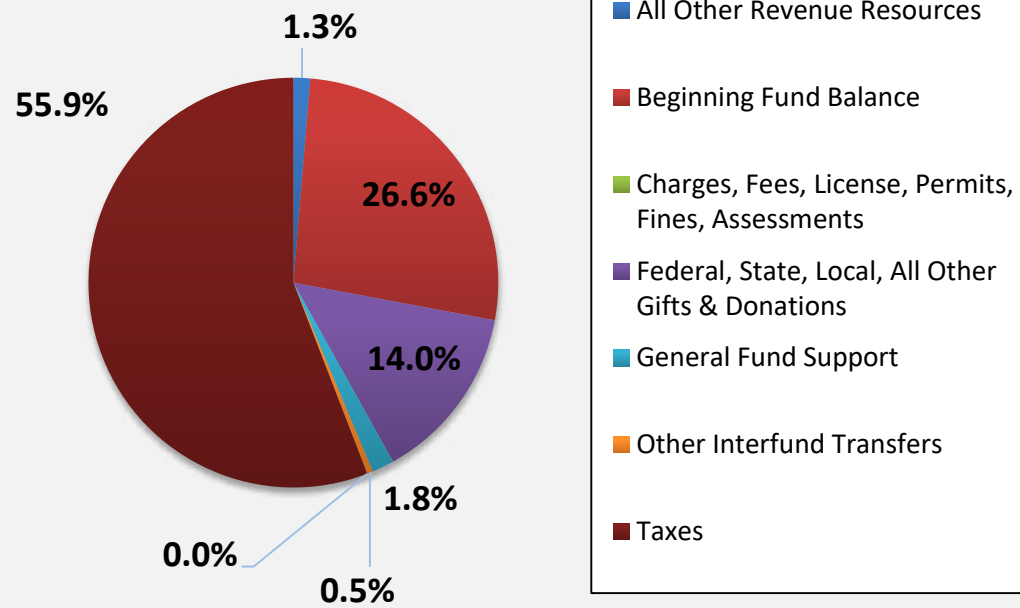
<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog#</i>	General Fund (100)	* ARPA (230)	Clackamas Debt Service (320)	Clackamas GO Debt Service (321)	Total Budget	General Fund Support in Budget**
Non Departmental							
Non Departmental	000202	225,737,270	38,782,955			264,520,225	
Debt						-	
FFC Bonds	000302			9,429,440		9,429,440	4,897,990
GO Debt	000303				5,435,830	5,435,830	
						-	
TOTAL		\$ 225,737,270	\$ 38,782,955	\$ 9,429,440	\$ 5,435,830	\$ 279,385,495	\$ 4,897,990
FY 21-22 Budget (Amended)		\$ 208,941,290	\$ 18,966,321	\$ 9,409,140	\$ 5,289,580	\$ 242,606,331	\$ 4,744,699
\$ Increase (Decrease)		\$ 16,795,980	\$ 19,816,634	\$ 20,300	\$ 146,250	\$ 36,779,164	\$ 153,291
% Increase (Decrease)		8.0%	104.5%	0.2%	2.8%	15.2%	3.2%

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

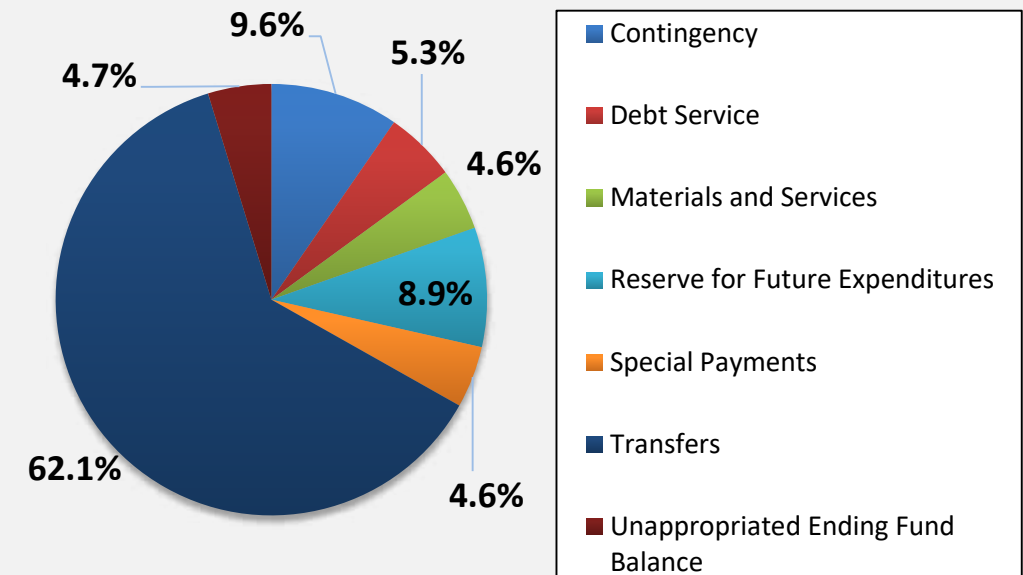
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY 22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Non Departmental (00) - General Fund (100)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	64,823,033	58,226,597	60,379,174	75,432,090	70,106,986	9,727,812	16.1%
Taxes	133,082,464	140,368,670	139,964,601	145,861,139	150,947,359	10,982,758	7.8%
Federal, State, Local, All Other Gifts & Donations	5,689,139	6,363,458	6,027,930	4,802,000	4,285,000	(1,742,930)	-28.9%
Charges, Fees, License, Permits, Fines, Assessments	62,493	24,925	10,750	36,000	16,000	5,250	48.8%
Revenue from Bonds & Other Debts	-	1,292,098	-	-	-	-	-
All Other Revenue Resources	996,597	420,805	833,550	411,920	381,920	(451,630)	-54.2%
Other Interfund Transfers	7,908,541	4,105,886	-	-	-	-	0%
Operating Revenue	147,739,234	152,575,842	146,836,831	151,111,059	155,630,279	8,793,448	6.0%
Total Revenue	212,562,267	210,802,439	207,216,005	226,543,149	225,737,265	18,521,260	8.9%
Personnel Services	49,736	-	-	-	-	-	-
Materials & Services	8,012,850	7,249,411	6,007,239	6,016,241	34,000	(5,973,239)	-99.4%
Operating Expense	8,062,586	7,249,411	6,007,239	6,016,241	34,000	(5,973,239)	-99.4%
Debt Service	244,303	495,217	-	-	-	-	-
Special Payments	18,104,459	8,212,252	4,083,500	6,313,500	-	(4,083,500)	-100.0%
Interfund Transfers	117,250,344	111,288,204	146,491,875	145,504,892	160,530,124	14,038,249	9.6%
Reserve for Future Expenditures	-	-	20,889,994	-	25,000,000	4,110,006	19.7%
Contingency	-	-	19,940,696	-	26,908,050	6,967,354	34.9%
Unappropriated Ending Fund Balance	-	-	11,527,986	-	13,265,091	1,737,105	15.1%
Total Expense	143,661,692	127,245,084	208,941,290	157,834,633	225,737,265	16,795,975	8.0%
Ending Fund Balance - Restricted	-	-	-	68,708,516	-	-	-
Revenues Less Expenses	68,900,575	83,557,355	(1,725,285)	-	-	1,725,285	-100.0%

Significant Issues and Changes

In FY22-23 internal service charges to Non-Department shifted revenue categories from Charges and Fees to General Fund Support. Within Non Departmental this shift is from allocated cost expenses to general fund transfers.

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

Summary of Revenue & Expenses

Non Departmental (00) - Debt Service Fund (320)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	161,837	3,781	-	100,968	100,970	100,970	-
Revenue from Bonds & Other Debts	-	33,260,776	-	-	-	-	-
All Other Revenue Resources	3,209,700	3,331,869	3,384,033	3,384,035	3,146,530	(237,503)	-7.0%
Other Interfund Transfers	5,339,305	6,430,425	1,280,408	1,280,408	1,283,950	3,542	0.3%
General Fund Support	-	-	4,744,699	4,744,699	4,897,990	153,291	3.2%
Operating Revenue	8,549,005	43,023,070	9,409,140	9,409,142	9,328,470	(80,670)	-0.9%
Total Revenue	8,710,842	43,026,851	9,409,140	9,510,110	9,429,440	20,300	0.2%
Debt Service	8,707,060	42,925,883	9,409,140	9,409,140	9,429,440	20,300	0.2%
Total Expense	8,707,060	42,925,883	9,409,140	9,409,140	9,429,440	20,300	0.2%
Ending Fund Balance - Restricted				100,970			
Revenues Less Expenses	3,782	100,968	-	-	-	-	

Summary of Revenue & Expenses

Non Departmental (00) - GO Debt Service Fund (321)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	229,672	150,212	-	215,307	282,707	282,707	-
Taxes	4,824,641	5,175,553	5,289,580	5,353,580	5,148,623	(140,957)	-2.7%
Federal, State, Local, All Other Gifts & Donations	592	3,866	-	100	-	-	-
All Other Revenue Resources	2,633	2,751	-	3,300	4,500	4,500	-
					-	-	-
Operating Revenue	4,827,866	5,182,170	5,289,580	5,356,980	5,153,123	(136,457)	-2.6%
Total Revenue	5,057,538	5,332,382	5,289,580	5,572,287	5,435,830	146,250	2.8%
Debt Service	4,907,325	5,117,075	5,289,580	5,289,580	5,435,830	146,250	2.8%
Total Expense	4,907,325	5,117,075	5,289,580	5,289,580	5,435,830	146,250	2.8%
Ending Fund Balance - Restricted				282,707			
Revenues Less Expenses	150,213	215,307	-	-	-	-	

Summary of Revenue & Expenses

Non Departmental (00) - ARPA Fund (230)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	8,715	3,888,569	3,888,569	-
Federal, State, Local, All Other Gifts & Donations	-	-	18,966,321	22,702,175	34,734,386	15,768,065	83.1%
All Other Revenue Resources	-	8,715	-	144,000	160,000	160,000	-
Operating Revenue	-	8,715	18,966,321	22,846,175	34,894,386	15,928,065	84.0%
Total Revenue	-	8,715	18,966,321	22,854,890	38,782,955	19,816,634	104.5%
Materials & Services	-	-	100,000	100,000	12,927,650	12,827,650	12827.7%
Operating Expense	-	-	100,000	100,000	12,927,650	12,827,650	12827.7%
Special Payments	-	-	11,042,225	11,042,226	12,927,655	1,885,430	17.1%
Interfund Transfers	-	-	7,824,096	7,824,095	12,927,650	5,103,554	65.2%
Total Expense	-	-	18,966,321	18,966,321	38,782,955	19,816,634	104.5%
Ending Fund Balance - Restricted	-	-	-	3,888,569	-	-	-
Revenues Less Expenses	-	8,715	-	-	-	-	-

End of Presentation



Non Departmental (00)

Department Budget Summary by Fund

Line of Business		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
Program	Prog#	General Fund (100)	* ARPA (230)	Clackamas Debt Service (320)	Clackamas GO Debt Service (321)	Total Budget	General Fund Support in Budget**
Non Departmental							
Non Departmental	000202	225,737,270	38,782,955			264,520,225	
Debt						-	
FFC Bonds	000302			9,429,440		9,429,440	4,897,990
GO Debt	000303				5,435,830	5,435,830	
						-	
TOTAL		\$ 225,737,270	\$ 38,782,955	\$ 9,429,440	\$ 5,435,830	\$ 279,385,495	\$ 4,897,990
FY 21-22 Budget (Amended)		\$ 208,941,290	\$ 18,966,321	\$ 9,409,140	\$ 5,289,580	\$ 242,606,331	\$ 4,744,699
\$ Increase (Decrease)		\$ 16,795,980	\$ 19,816,634	\$ 20,300	\$ 146,250	\$ 36,779,164	\$ 153,291
% Increase (Decrease)		8.0%	104.5%	0.2%	2.8%	15.2%	3.2%

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

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



Non Departmental

Non Departmental

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	64,823,033	58,226,597	60,379,174	75,432,090	70,106,986	9,727,812	16.1%
Taxes	133,082,464	140,368,670	139,964,601	145,861,139	150,947,359	10,982,758	7.8%
Federal, State, Local, All Other Gifts & Donations	5,689,139	6,363,458	6,027,930	4,802,000	4,285,000	(1,742,930)	-28.9%
Charges, Fees, License, Permits, Fines, Assessments	62,493	24,925	10,750	36,000	16,000	5,250	48.8%
Revenue from Bonds & Other Debts	-	1,292,098	-	-	-	-	-
All Other Revenue Resources	996,597	420,805	833,550	411,920	381,920	(451,630)	-54.2%
Other Interfund Transfers	7,908,541	4,105,886	-	-	-	-	0%
Operating Revenue	147,739,234	152,575,842	146,836,831	151,111,059	155,630,279	8,793,448	6.0%
Total Revenue	212,562,267	210,802,439	207,216,005	226,543,149	225,737,265	18,521,260	8.9%
Personnel Services	49,736	-	-	-	-	-	-
Materials & Services	8,012,850	7,249,411	6,007,239	6,016,240	34,000	(5,973,239)	-99.4%
Operating Expense	8,062,586	7,249,411	6,007,239	6,016,240	34,000	(5,973,239)	-99.4%
Debt Service	244,303	495,217	-	-	-	-	-
Special Payments	18,104,459	8,212,252	4,083,500	6,313,500	-	(4,083,500)	-100.0%
Interfund Transfers	117,250,344	111,288,204	146,491,875	145,504,892	160,530,124	14,038,249	9.6%
Reserve for Future Expenditures	-	-	20,889,994	-	25,000,000	4,110,006	19.7%
Contingency	-	-	19,940,696	-	26,908,050	6,967,354	34.9%
Unappropriated Ending Fund Balance	-	-	11,527,986	-	13,265,096	1,737,110	15.1%
Total Expense	143,661,692	127,245,084	208,941,290	157,834,632	225,737,270	16,795,980	8.0%
Ending Fund Balance - Restricted	-	-	-	68,708,516	-	-	-
Revenues Less Expenses	68,900,575	83,557,355	(1,725,285)	1	(5)	1,725,280	-100.0%
Significant Issues and Changes							

In FY22-23 internal service charges to General Fund departments shifted revenue categories from Charges and Fees to General Fund Support. Within Non Departmental this shift is from allocated cost expenses to general fund transfers.

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



Debt

FFC Bonds

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	161,837	3,781	-	100,968	100,970	100,970	-
Revenue from Bonds & Other Debts	-	33,260,776	-	-	-	-	-
All Other Revenue Resources	3,209,700	3,331,869	3,384,033	3,384,035	3,146,530	(237,503)	-7.0%
Other Interfund Transfers	5,339,305	6,430,425	1,280,408	1,280,408	1,283,950	3,542	0.3%
General Fund Support	-	-	4,744,699	4,744,699	4,897,990	153,291	3.2%
Operating Revenue	8,549,005	43,023,070	9,409,140	9,409,142	9,328,470	(80,670)	-0.9%
Total Revenue	8,710,842	43,026,851	9,409,140	9,510,110	9,429,440	20,300	0.2%
Debt Service	8,707,060	42,925,883	9,409,140	9,409,140	9,429,440	20,300	0.2%
Total Expense	8,707,060	42,925,883	9,409,140	9,409,140	9,429,440	20,300	0.2%
Ending Fund Balance - Restricted				100,970			
Revenues Less Expenses	3,782	100,968	-	-	-	-	

Significant Issues and Changes



Debt

GO Debt

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	229,672	150,212	-	215,307	282,707	282,707	-
Taxes	4,824,641	5,175,553	5,289,580	5,353,580	5,148,623	(140,957)	-2.7%
Federal, State, Local, All Other Gifts & Donations	592	3,866	-	100	-	-	-
All Other Revenue Resources	2,633	2,751	-	3,300	4,500	4,500	-
						-	-
Operating Revenue	4,827,866	5,182,170	5,289,580	5,356,980	5,153,123	(136,457)	-2.6%
Total Revenue	5,057,538	5,332,382	5,289,580	5,572,287	5,435,830	146,250	2.8%
Debt Service	4,907,325	5,117,075	5,289,580	5,289,580	5,435,830	146,250	2.8%
Total Expense	4,907,325	5,117,075	5,289,580	5,289,580	5,435,830	146,250	2.8%
Ending Fund Balance - Restricted				282,707			
Revenues Less Expenses	150,213	215,307	-	-	-	-	
Significant Issues and Changes							



Non Departmental

ARPA

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	8,715	3,888,569	3,888,569	#DIV/0!
Federal, State, Local, All Other Gifts & Donations	-	-	18,966,321	22,702,175	34,734,386	15,768,065	83.1%
All Other Revenue Resources	-	8,715	-	144,000	160,000	160,000	#DIV/0!
Operating Revenue	-	8,715	18,966,321	22,846,175	34,894,386	15,928,065	84.0%
Total Revenue	-	8,715	18,966,321	22,854,890	38,782,955	19,816,634	104.5%
Materials & Services	-	-	100,000	100,000	12,927,650	12,827,650	12827.7%
Operating Expense	-	-	100,000	100,000	12,927,650	12,827,650	12827.7%
Special Payments	-	-	11,042,225	11,042,226	12,927,655	1,885,430	17.1%
Interfund Transfers	-	-	7,824,096	7,824,095	12,927,650	5,103,554	65.2%
Total Expense	-	-	18,966,321	18,966,321	38,782,955	19,816,634	104.5%
Ending Fund Balance - Restricted	-	-	-	3,888,569	-	-	-
Revenues Less Expenses	-	8,715	-	-	-	-	-
Significant Issues and Changes							



Miscellaneous and Pass-Through

FY 22-23 BUDGET PRESENTATION



Department Summary by Fund

Misc / Pass-Through (80)



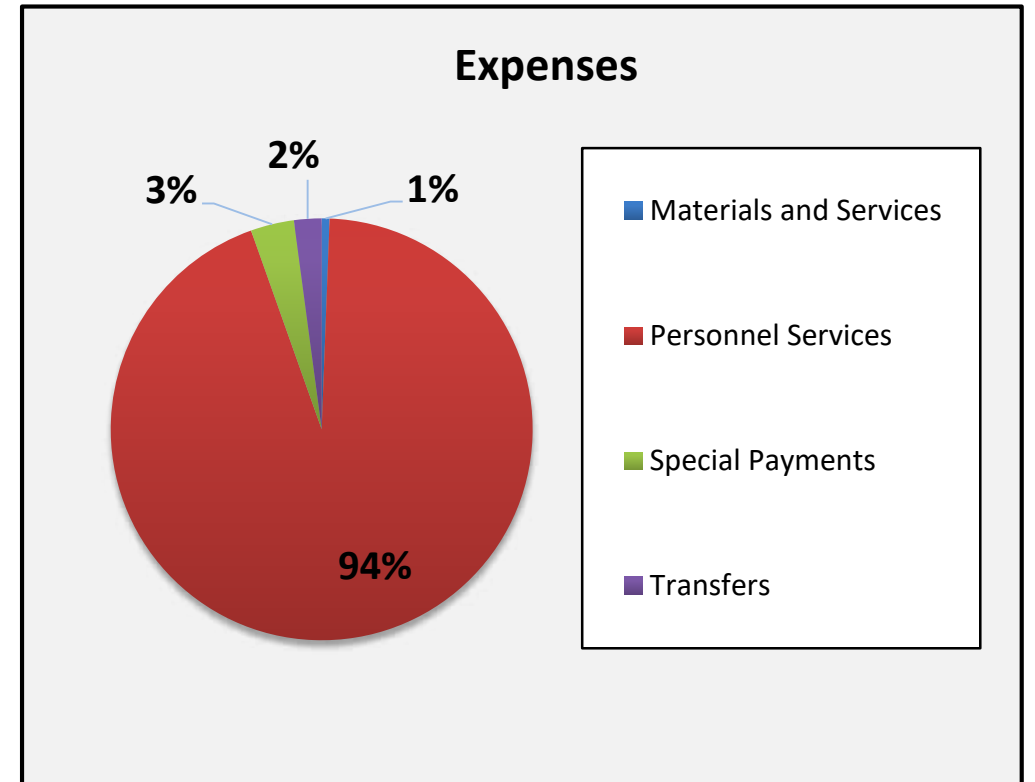
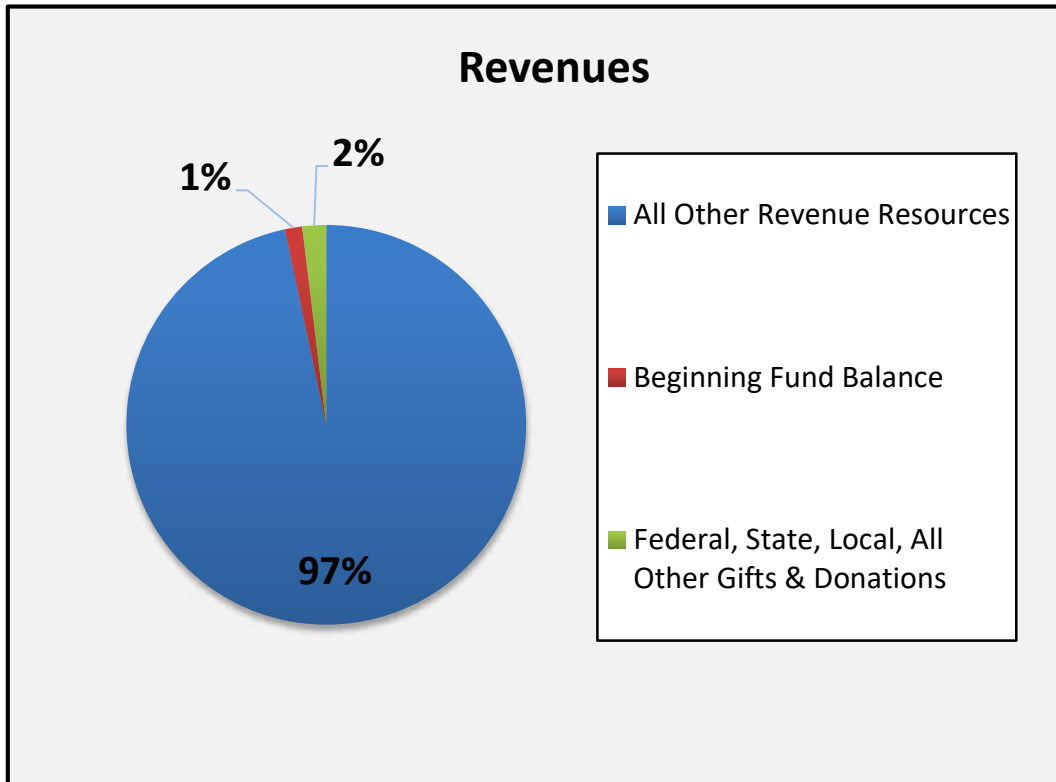
Department Budget Summary by Fund

Line of Business		FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23
Program	Program #	FTE	General Fund (100)	County School Fund (204)	* ARPA (230)	Transient Lodging Tax Fund (255)	Total Budget	General Fund Support in Budget**
Misc / Pass-Through								
County School	800202	0.0	-	884,463	-	-	884,463	
Transient Room Tax	800206	0.0	-	-	-	705,000	705,000	
WES (Utilities) Payroll	800301	115.8	16,615,075	-	-	-	16,615,075	
NCPRD Payroll	800401	38.8	7,485,298	-	-	-	7,485,298	
Development Agency Payroll	800501	4.0	648,150	-	-	-	648,150	
HACC Payroll	800602	0.0	-	-	-	-	-	
TOTAL		158.5	\$ 24,748,523	\$ 884,463	\$ -	\$ 705,000	\$ 26,337,986	\$ -
FY 21/22 Budget (Amended)								
		155.5	\$ 23,762,584	\$ 500,000	\$ 293,955	\$ 616,588	\$ 25,173,127	
\$ Increase (Decrease)		3.0	\$ 985,939	\$ 384,463	\$ (293,955)	\$ 88,412	\$ 1,164,859	\$ -
% Increase (Decrease)		2.0%	4.1%	76.9%	-100.0%	14.3%	4.6%	

* FY21-22 ARPA revenue of \$293,955 offset by the same amount in Personnel Services, along with \$39,445 Special Payment to Housing Authority.

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

FY 22-23 Revenue and Expenses



Miscellaneous and Pass-Through

Summary of Revenue & Expenses

Misc / Pass-Through (80)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	26	434,733	-	371,536	366,463	366,463	-
Federal, State, Local, All Other Gifts & Donations	451,370	484,825	783,955	783,955	508,000	(275,955)	-35%
All Other Revenue Resources	23,266,977	19,808,082	24,389,172	21,384,482	25,463,523	1,074,351	4%
Operating Revenue	23,718,347	20,292,907	25,173,127	22,168,437	25,971,523	798,396	3%
Total Revenue	23,718,373	20,727,640	25,173,127	22,539,974	26,337,986	1,164,859	5%
Personnel Services	19,601,317	19,390,239	24,056,539	21,023,511	24,748,523	691,984	3%
Materials and Services	73,979	74,363	106,000	136,000	158,000	52,000	49%
Operating Expenditure	19,675,296	19,464,602	24,162,539	21,159,511	24,906,523	743,984	3%
Special Payments	19,893	554,884	494,000	494,000	876,463	382,463	77%
Transfers	3,626,811	507,454	516,588	520,000	555,000	38,412	7%
Total Expense	23,322,000	20,526,940	25,173,127	22,173,511	26,337,986	1,164,859	5%
Ending Fund Balance Restricted				366,463			
Revenue Less Expense *	396,373	200,700	-	-	-		

*FY21-22 ARPA revenue of \$293,955 offset by the same amount in Personnel Services expense category, and it includes \$39,445 paid to Housing Authority.

Miscellaneous and Pass-Through

End of Presentation

The logo for Clackamas County features a teal triangle with a white stylized 'C' inside. Below the triangle, the words 'CLACKAMAS' and 'COUNTY' are written in a grey, serif font.

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CLACKAMAS
COUNTY



Misc / Pass-Through (80)

Department Budget Summary by Fund

Line of Business		FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23	FY 22/23
Program	Program #	FTE	General Fund (100)	County School Fund (204)	* ARPA (230)	Transient Lodging Tax Fund (255)	Total Budget	General Fund Support in Budget**
Misc / Pass-Through								
County School	800202	0.0	-	884,463	-	-	884,463	
Transient Room Tax	800206	0.0	-	-	-	705,000	705,000	
WES (Utilities) Payroll	800301	115.8	16,615,075	-	-	-	16,615,075	
NCPRD Payroll	800401	38.8	7,485,298	-	-	-	7,485,298	
Development Agency Payroll	800501	4.0	648,150	-	-	-	648,150	
HACC Payroll	800602	0.0	-	-	-	-	-	
TOTAL		158.5	\$ 24,748,523	\$ 884,463	\$ -	\$ 705,000	\$ 26,337,986	\$ -
FY 21/22 Budget (Amended)								
		155.5	\$ 23,762,584	\$ 500,000	\$ 293,955	\$ 616,588	\$ 25,173,127	
\$ Increase (Decrease)		3.0	\$ 985,939	\$ 384,463	\$ (293,955)	\$ 88,412	\$ 1,164,859	\$ -
% Increase (Decrease)		2.0%	4.1%	76.9%	-100.0%	14.3%	4.6%	

* FY21-22 ARPA revenue of \$293,955 offset by the same amount in Personnel Services, along with \$39,445 Special Payment to Housing Authority.

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



Misc / Pass-Through

County School

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	432,009	-	366,463	366,463	366,463	-
Federal, State, Local, All Other Gifts & Donations	451,370	484,825	490,000	490,000	508,000	18,000	3.7%
All Other Revenue Resources	665	5,000	10,000	10,000	10,000	-	-
Operating Revenue	452,035	489,825	500,000	500,000	518,000	18,000	3.6%
Total Revenue	452,035	921,834	500,000	866,463	884,463	384,463	76.9%
Materials and Services	133	488	6,000	6,000	8,000	2,000	33.3%
Operating Expense	133	488	6,000	6,000	8,000	2,000	33.3%
Special Payments	19,893	554,884	494,000	494,000	876,463	382,463	77.4%
Total Expense	20,026	555,372	500,000	500,000	884,463	384,463	76.9%
Ending Fund Balance - Restricted				366,463			
Revenues Less Expenses	432,009	366,462	-	-	-	-	-
Significant Issues and Changes							



Misc / Pass-Through

Transient Room Tax

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	26	2,724	-	5,073	-	-	-
All Other Revenue Resources	3,703,356	583,678	616,588	644,927	705,000	88,412	14.3%
Operating Revenue	3,703,356	583,678	616,588	644,927	705,000	88,412	14.3%
Total Revenue	3,703,382	586,402	616,588	650,000	705,000	88,412	14.3%
Materials & Services	73,846	73,875	100,000	130,000	150,000	50,000	50.0%
Operating Expense	73,846	73,875	100,000	130,000	150,000	50,000	50.0%
Transfers	3,626,811	507,454	516,588	520,000	555,000	38,412	7.4%
Total Expense	3,700,657	581,329	616,588	650,000	705,000	88,412	14.3%
Ending Fund Balance - Restricted							
Revenues Less Expenses	2,725	5,073	-	-	-	-	
Significant Issues and Changes							



Misc / Pass-Through

WES (Utilities) Payroll

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations	-	-	214,369	214,369	-	(214,369)	-100.0%
All Other Revenue Resources	13,824,215	13,973,635	16,401,605	14,125,771	16,615,075	213,470	-
Operating Revenue	13,824,215	13,973,635	16,615,974	14,340,140	16,615,075	(899)	0.0%
Total Revenue	13,824,215	13,973,635	16,615,974	14,340,140	16,615,075	(899)	0.0%
Personnel Services	13,862,589	14,144,519	16,615,974	14,340,140	16,615,075	(899)	0.0%
Operating Expense	13,862,589	14,144,519	16,615,974	14,340,140	16,615,075	(899)	0.0%
Total Expense	13,862,589	14,144,519	16,615,974	14,340,140	16,615,075	(899)	0.0%
Ending Fund Balance - Restricted				-		-	-
Revenues Less Expenses	(38,374)	(170,884)	-	-	-	-	-
Significant Issues and Changes							



Misc / Pass-Through

NCPRD Payroll

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations	-	-	40,141	40,141	-	(40,141)	-100.0%
All Other Revenue Resources	5,307,125	4,773,145	6,743,315	5,986,120	7,485,298	741,983	11.0%
Operating Revenue	5,307,125	4,773,145	6,783,456	6,026,261	7,485,298	701,842	10.3%
Total Revenue	5,307,125	4,773,145	6,783,456	6,026,261	7,485,298	701,842	10.3%
Personnel Services	5,307,113	4,773,096	6,783,456	6,026,261	7,485,298	701,842	10.3%
Operating Expense	5,307,113	4,773,096	6,783,456	6,026,261	7,485,298	701,842	10.3%
Total Expense	5,307,113	4,773,096	6,783,456	6,026,261	7,485,298	701,842	10.3%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenues Less Expenses	12	49	-	-	-	-	-
Significant Issues and Changes							



Misc / Pass-Through

Development Agency Payroll

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	0%
All Other Revenue Resources	431,615	472,624	617,664	617,665	648,149	30,485	4.9%
Operating Revenue	431,615	472,624	617,664	617,665	648,149	30,485	4.9%
Total Revenue	431,615	472,624	617,664	617,665	648,149	30,485	4.9%
Personnel Services	431,615	472,624	617,664	617,665	648,149	30,485	4.9%
Operating Expense	431,615	472,624	617,664	617,665	648,149	30,485	4.9%
Total Expense	431,615	472,624	617,664	617,665	648,149	30,485	4.9%
Ending Fund Balance - Restricted	-	-	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-	-	-
Significant Issues and Changes							



Misc / Pass-Through

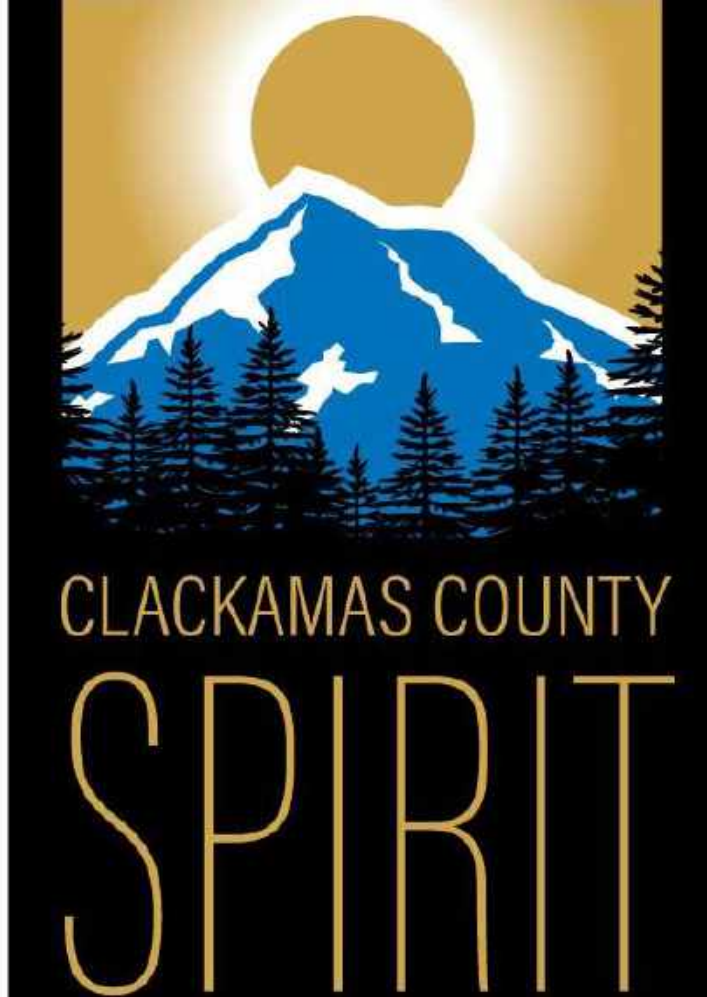
HACC Payroll

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	0%
Federal, State, Local, All Other Gifts & Donations			39,445	39,445		(39,445)	-100.0%
Operating Revenue	-	-	39,445	39,445	-	(39,445)	-100.0%
Total Revenue	-	-	39,445	39,445	-	(39,445)	-100.0%
Personnel Services			39,445	39,445		(39,445)	-100.0%
Operating Expense	-	-	39,445	39,445	-	(39,445)	-100.0%
Total Expense	-	-	39,445	39,445	-	(39,445)	-100.0%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22 \$39,445 ARPA Essential Pay to Housing Authority.



County Administration

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Equity Inclusion Office	EIO collaborated with members of Indigenous community and Clackamas Community College to host the first Indigenous People's Day event
	Approximately 80% of all county managers and supervisors (200 people) have completed foundational training in Equity Diversity and Inclusion
Performance Clackamas	Successful transition to new data management system for Performance Clackamas data tracking, trending, and analysis
County Administration	Supported the Board of County Commissioners and all staff through three emergency declarations: COVID-19, wildfires, ice storm, all in an effort to continue serving the public and building public trust through good government.
	Facilitated over 250 Public Meetings, Sessions, and Board Events
	Processed over 800 Agreements, Contracts, Board Orders, Resolution and other documents requiring Board Action

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Projected Performance	FY 22-23 Target
Office of County Administrator	By 2020, 90% of County Administration staff will understand their roles, act as one team and hold each other accountable for the quality of customer service provided.		75%	18%	90%	Complete
Equity Inclusion Office	By 2023, 80% of County Managers/Supervisors will complete both: A) The EDI Foundational Training B) Manager/Supervisor training		N/A	80%	A) Complete 80% B) Not yet started	B) 80%
Performance Clackamas	% Department performance measures that have current data reported in the dashboard		N/A	28%	85%	80%

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State /Cty/IGA/ None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
County Administration	Office of County Administrator	\$2.9 M	100%	0%	0%	100%	33% Improved
	Equity Diversity & Inclusion Office	\$10 M	14%	86%	0%	100%	100% Improved
	Performance Clackamas	\$159,299	100%	0%	0%	100%	75% Meet/Exceed 25% Improved
	Board of County Commissioners	\$.96 M	100%	0%	0%	100%	N/A

Department Summary by Fund

County Administration (12)



Department Budget Summary by Fund

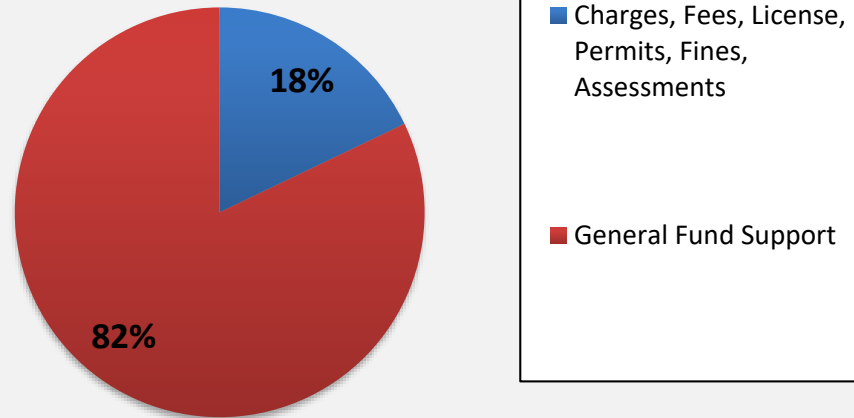
Line of Business		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
Program	Prog#	FTE	General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**
County Administration						
Office of the County Administrator	120101	12.0	3,997,907	-	3,997,907	2,947,207
Equity, Diversity & Inclusion	120102	3.8	755,333	4,622,575	5,377,908	755,333
Performance Clackamas	120103	1.0	159,299	-	159,299	159,299
Board of County Commissioners	120104	5.0	958,590	-	958,590	958,590
TOTAL		21.8	5,871,129	4,622,575	10,493,704	4,820,429
FY 21-22 Budget		22.3	6,331,576	6,000,000	12,331,576	4,980,960
\$ Increase (Decrease)		(0.5)	-460,447	-1,377,425	-1,837,872	-160,531
% Increase (Decrease)		-2.2%	-7.3%	-23.0%	-14.9%	-3.2%

* FY21-22 ARPA Revenue of \$6 M offset by same amount in Material and Services expense categories.

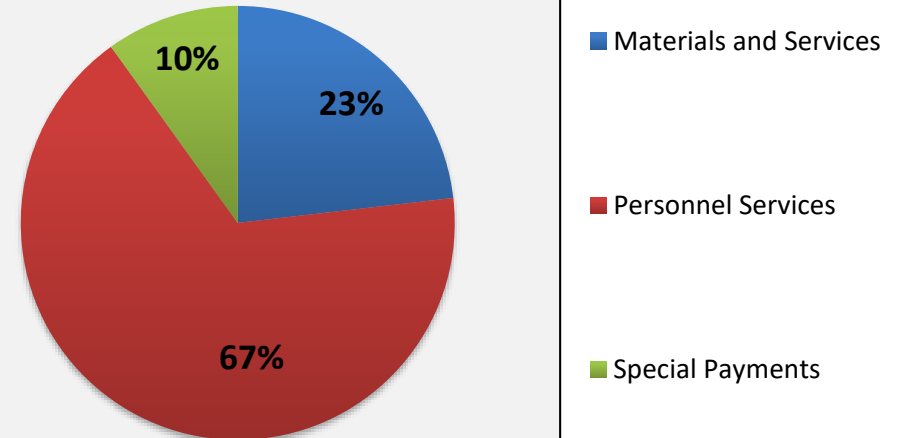
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY 22-23 Revenues and Expenses

Revenues



Expenses



Summary of Revenue and Expense

County Administration (12)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations*	26,916	8,042	6,000,000	1,500,000	4,622,575	(1,377,425)	-23%
Charges, Fees, License, Permits, Fines, Assessments	2,114,359	2,114,988	1,350,616	1,350,616	1,050,700	(299,916)	-22%
All Other Revenue Resources	10	5,001	-	103,180	-	-	-
Other Interfund Transfers	-	290,737	-	-	-	-	-
General Fund Support	1,976,233	2,100,891	4,980,960	4,980,960	4,820,429	(160,531)	-3%
Operating Revenue	4,117,518	4,519,659	12,331,576	7,934,756	10,493,704	(1,837,872)	-15%
Total Revenue	4,117,518	4,519,659	12,331,576	7,934,756	10,493,704	(1,837,872)	-15%
Personnel Services	2,805,485	3,226,627	3,712,213	4,104,183	4,050,722	338,509	9%
Materials and Services	1,312,033	1,293,032	7,890,408	2,101,618	2,859,982	(5,030,426)	-64%
Operating Expenditure	4,117,518	4,519,659	11,602,621	6,205,801	6,910,704	(4,691,917)	-40%
Special Payments	-	-	728,955	1,728,955	3,583,000	2,854,045	392%
Total Expense	4,117,518	4,519,659	12,331,576	7,934,756	10,493,704	(1,837,872)	-15%
Revenue Less Expense	-	-	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	18.4	19.8	22.3	22.3	21.8	(0.5)	-2%

*FY21-22 ARPA revenue of \$6M offset by Materials and Services and Special Payments expense categories.

*FY22-23 ARPA revenue carryforward of \$4.6M offset by Materials and Services and Special Payments expense categories.

Summary of Revenue and Expense

County Administration General Fund 100 - 12

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	26,916	8,042				-	-
Charges, Fees, License, Permits, Fines, Assessments	2,114,359	2,114,988	1,350,616	1,350,616	1,050,700	(299,916)	-22%
All Other Revenue Resources	10	5,001	-	103,180	-	-	-
Other Interfund Transfers	-	290,737	-	-	-	-	-
General Fund Support	1,976,233	2,100,891	4,980,960	4,980,960	4,820,429	(160,531)	-3%
Operating Revenue	4,117,518	4,519,659	6,331,576	6,434,756	5,871,129	(460,447)	-7%
Total Revenue	4,117,518	4,519,659	6,331,576	6,434,756	5,871,129	(460,447)	-7%
Personnel Services	2,805,486	3,226,627	3,712,213	4,104,183	3,928,147	215,934	6%
Materials and Services	1,312,033	1,293,032	1,890,408	1,601,618	1,359,982	(530,426)	-28%
Operating Expenditure	4,117,519	4,519,659	5,602,621	5,705,801	5,288,129	(314,492)	-6%
Special Payments	-	-	728,955	728,955	583,000	(145,955)	-20%
Total Expense	4,117,519	4,519,659	6,331,576	6,434,756	5,871,129	(460,447)	-7%
Revenue Less Expense*	-	-	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	18.4	19.8	22.3	22.3	21.8	(0.5)	-2%

*General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Summary of Revenue and Expense

County Administration ARPA Fund 230 -12

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations			6,000,000	1,500,000	4,622,575	(1,377,425)	-23%
Operating Revenue	-	-	6,000,000	1,500,000	4,622,575	(1,377,425)	-23%
Total Revenue	-	-	6,000,000	1,500,000	4,622,575	(1,377,425)	-23%
Personnel Services					122,575	122,575	-
Materials and Services			6,000,000	500,000	1,500,000	(4,500,000)	-75%
Operating Expenditure	-	-	6,000,000	500,000	1,622,575	(4,377,425)	-73%
Special Payments				1,000,000	3,000,000	3,000,000	-
Total Expense	-	-	6,000,000	1,500,000	4,622,575	(1,377,425)	-23%
Revenue Less Expense	-	-	-	-	-	-	-

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
FY21- 22 Projected Year End reflects the addition of ARPA funds, \$6,000,000 of which was shifted from the Office of the County Administrator. Materials and services line items are increasing to align office related expenses with the program.	Office of County Administrator budget reflects a 61.8% decrease rather than the actual general fund decrease of 10.7%.
Added .5 FTE for executive assistant and .8 FTE for ARPA Community Based Organization Liaison to support operations of the office.	Executive Assistant is needed for increased demands of work in the office. ARPA FTE is limited term and will end when funding ends.
Reduced Administrator Fund from \$500,000 to \$150,000 to help balance county budget.	Will result in less funds available for non-budgeted Board financial requests.
Reducing Arts Alliance and RACC funding by \$154,455 to help balance county budget.	Will impact the operations of these non-profits.

End of Presentation



County Administration (12)

Department Budget Summary by Fund

Line of Business		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
Program	Prog#	FTE	General Fund (100)	ARPA Fund (230)	Total Budget	General Fund Support in Budget**
County Administration						
Office of the County Administrator	120101	12.0	3,997,907	-	3,997,907	2,947,207
Equity, Diversity & Inclusion	120102	3.8	755,333	4,622,575	5,377,908	755,333
Performance Clackamas	120103	1.0	159,299	-	159,299	159,299
Board of County Commissioners	120104	5.0	958,590	-	958,590	958,590
TOTAL		21.8	5,871,129	4,622,575	10,493,704	4,820,429
FY 21-22 Budget						
		22.3	6,331,576	6,000,000	12,331,576	4,980,960
\$ Increase (Decrease)		(0.5)	-460,447	-1,377,425	-1,837,872	-160,531
% Increase (Decrease)		-2.2%	-7.3%	-23.0%	-14.9%	-3.2%

* FY21-22 ARPA Revenue of \$6 M offset by same amount in Material and Services expense categories.

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



County Administration (12)

Department Mission

The mission of County Administration is to support the Board of County Commissioners, provide leadership and guidance to County departments, and assist the public so that the Board, County employees, and the public experience transparency, responsiveness, efficiency, and effectiveness from their government.

County Administration (12)

Gary Schmidt, County Administrator
Nancy Bush, County Operating Officer

FTE 21.8

Total Budget \$ 10,493,704

General Fund Support \$ 4,820,429

County Administration

Gary Schmidt

FTE 20.5

Total Budget

\$10,493,704

Gen Fund \$ 4,820,429

Office of the County Administrator

FTE 12.0

Total Budget

\$3,997,907

Gen Fund \$ 2,947,207

Board of County Commissioners

FTE 5.0

Total Budget

\$958,590

Gen Fund \$ 958,590

Equity, Diversity, & Inclusion

FTE 3.8

Total Budget

\$5,377,908

Gen Fund \$ 755,333

Performance Clackamas

FTE 1.0

Total Budget

\$159,299

Gen Fund \$ 159,299



County Administration

Office of the County Administrator

Purpose Statement

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

Performance Narrative Statement

The Office of the County Administrator program has a proposed budget for FY22/23 of \$3,997,907. This is an decrease of \$480,142 from FY21/22 (exclusive of ARPA Funds). During FY21/22 significant progress was made towards overall employee engagement goals. BCC surveys have not been completed as of December 31, 2022 but we hope to complete them prior to the end of the FY and renew our focus in the coming FY.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21/22 Actuals as of 12/31/21	FY 22-23 Target
Result	By 2020 90% of BCC Members agree they receive timely strategic counsel from Departments	75%	Not measured	85%	Not measured	90%
Result	By 2020 BCC Members agree that 90% of departments are responsive to their requests for information in a timely manner.	75%	Not measured	85%	Not measured	90%
Result	By 2020 90% of County Administration staff will understand their roles, act as one team and hold each other accountable for the quality of customer service provided.	75%	18%	90%	87%	Complete

Programs Include

Mandated Services

Shared Services

Grant Funding

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



County Administration
Office of the County Administrator

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations*	26,916	8,042	6,000,000	-	-	(6,000,000)	-100%
Charges, Fees, License Permits, Fines, Assessments	2,114,359	2,114,988	1,350,616	1,350,616	1,050,700	(299,916)	-22%
All Other Revenue Resources	-	5,001	-	103,180	-	-	-
Other Interfund Transfers	-	290,737	-	-	-	-	-
General Fund Support	44,226	217,696	3,127,433	3,233,956	2,947,207	(180,226)	-6%
Operating Revenue	2,185,501	2,636,464	10,478,049	4,687,752	3,997,907	(6,480,142)	-62%
Total Revenue	2,185,501	2,636,464	10,478,049	4,687,752	3,997,907	(6,480,142)	-62%
Personnel Services	1,962,184	2,393,142	2,086,407	2,478,376	2,276,645	190,238	9%
Materials & Services*	223,317	243,322	7,662,687	1,480,421	1,138,262	(6,524,425)	-85%
Operating Expense	2,185,501	2,636,464	9,749,094	3,958,797	3,414,907	(6,334,187)	-65%
Special Payments	-	-	728,955	728,955	583,000	(145,955)	-20%
Total Expense	2,185,501	2,636,464	10,478,049	4,687,752	3,997,907	(6,480,142)	-62%
Revenues Less Expenses	-	-	-	-	-	-	0%

Significant Issues and Changes

*FY21-22 budget included \$6,000,000 ARPA funding, which is shown in Equity, Diversity, and Inclusion Program in FY22-23.
Excluding the ARPA revenue and a change in presentation of internal costs, the FY22-23 County Administration operating budget decreased by \$480,142 (10.7%).



County Administration
Equity, Diversity & Inclusion

Purpose Statement

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

Performance Narrative Statement

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

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

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

Accomplishments:

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

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

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21/22 Actuals as of 12/31/21	FY 22-23 Target
Result	By 2025, Departments with 10 or more FTE will have established EDI committees and all departments will have a representative on the Interdepartmental EDIC Group*	NA	NA	New	5%	25%
Result	By 2023, 80% of county managers/supervisors will complete both: a) EDI foundational training and b) Manger/Supervisor training.**	NA	NA	80%	a. Completed 80% b. not yet started	80%
Result	By 2022, 80% of county employees will participate in an Equity, Diversity and/or Inclusion training. **	NA	NA	NA	NA (see narrative)	80%

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

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

Program includes:

Mandated Services

Shared Services

Grant Funding

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



County Administration
Equity, Diversity & Inclusion

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal, State, Local, All Other Gifts & Donations	-	-	-	1,500,000	4,622,575	4,622,575	-
General Fund Support	-	-	621,710	613,159	755,333	133,623	21%
Operating Revenue	-	-	621,710	2,113,159	5,377,908	4,756,198	765%
Total Revenue	-	-	621,710	2,113,159	5,377,908	4,756,198	765%
Personnel Services	-	-	521,810	521,809	699,858	178,048	34%
Materials & Services	-	-	99,900	591,350	1,678,050	1,578,150	1580%
Operating Expense	-	-	621,710	1,113,159	2,377,908	1,756,198	282%
Special Payments	-	-	-	1,000,000	3,000,000	3,000,000	-
Total Expense	-	-	621,710	2,113,159	5,377,908	4,756,198	765%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22 Projected Year End reflects the addition of ARPA funds, \$6,000,000 of which was shifted from the Office of the County Administrator. Materials and Services line items are increasing to align office related expenses with the program. Additional increases are expected as this program continues rolling out new programs throughout the County. In FY22-23, \$122,575 in ARPA funds were added to fund an additional 0.8 FTE to assist nonprofits and community based organizations in accessing ARPA grant funds.



County Administration

Performance Clackamas

Department Budget Summary

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

Performance Narrative Statement

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

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21/22 Actuals as of 12/31/21	FY 22-23 Target
Result	% Department performance measures that have current data reported in the dashboard	NA	28%	80%	85%	80%
Result	% Departments that have current analysis narratives for strategic key results ready to review with the County Administrator at quarterly check-ins	NA	<25%	85%	85%	85%
Result	By 2022, 100% of the County Budget will be tied to measurable results and outcomes	NA	75%	75%	75%	75%
Result	By 2024, 75% of Clackamas County's Strategic Results will be achieved, including annual targets in the Strategic Plan	NA	50%	75%	75%	75%

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N



County Administration

Performance Clackamas

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
General Fund Support	-	-	214,223	154,225	159,299	(54,924)	-25.6%
Operating Revenue	-	-	214,223	154,225	159,299	(54,924)	-25.6%
Total Revenue	-	-	214,223	154,225	159,299	(54,924)	-25.6%
Personnel Services			154,223	154,225	159,299	5,076	3.3%
Materials & Services			60,000	-	-	(60,000)	-100.0%
Operating Expense	-	-	214,223	154,225	159,299	(54,924)	-25.6%
Total Expense	-	-	214,223	154,225	159,299	(54,924)	-25.6%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

The 25.6% reduction in operations expenses is due to the shift away from an external vendor for Performance Clackamas data management towards an internally developed PowerBI system.



Commissioners

Board of County Commissioners

Purpose Statement

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

Performance Narrative Statement

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21/22 Actuals as of 12/31/21	FY 22-23 Target

Program includes:

Mandated Services

Shared Services

Grant Funding



County Administration
Board of County Commissioners

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
General Fund Support			1,017,594	979,620	958,590	(59,004)	-5.8%
Operating Revenue	-	-	1,017,594	979,620	958,590	(59,004)	-5.8%
Total Revenue	-	-	1,017,594	979,620	958,590	(59,004)	-5.8%
Personnel Services			949,773	949,773	914,920	(34,853)	-3.7%
Materials & Services			67,821	29,847	43,670	(24,151)	-35.6%
Operating Expense	-	-	1,017,594	979,620	958,590	(59,004)	-5.8%
Total Expense	-	-	1,017,594	979,620	958,590	(59,004)	-5.8%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY22-23, the Board of County Commissioners program budget will include only personnel, travel, and training expenses. All other expenses are included in the Office of the County Administrator program budget.



Tourism & Cultural Affairs

2022-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Leadership	Improved organizational resiliency with increased contingency and a priority for nimble, high impact programs.
	Added program capacity by returning 3 FTE to the program as well as services cut during the pandemic. Increased partner outreach and engagement, including conducting a partner survey.
Communications	Developed and implemented promotion to increase business for water guides and outfitters impacted by the Riverside Fire and closure of HWY224. A collaboration with outfitters and local media this campaign focused on what experiences were available and the benefits of going with a guide. Outfitters reported bookings directly from this campaign.
	Targeted audiences and messages to build awareness for the Barlow Rd anniversary in American Road Magazine; on farm experiences in 1859 Magazine; midweek deals and experiences on the mountain through Seattle Met and Portland Monthly channels.
Destination Development	Won Best Idea Award from DMAWest for the creation of virtual front line familiarization tours that connected local businesses and frontline staff to the visitor experiences available during the pandemic. Recognized for relevancy, effectiveness, positive approach and creating connections.
	Brought Travel Oregon's Destination Ready 2.0 program to Molalla. Supporting city Economic Development and local businesses by bringing in tourism experts and local stakeholders to identify immediate opportunities to improve tourism's contribution to the community and visitor experience. Action team in place led by the City of Molalla.
Regional Cooperative Tourism Program	Partnered with Visit Estacada to create the Estacada Field Guide highlighting what to see and do in and around Estacada beyond Hwy 224 which was closed. Communications team developed and implemented a promotion strategy with Visit Estacada to increase visitation in the spring.
	Created Tastebound a regional recipe book that inspires travel to experience the culinary bounty of Mt. Hood & the Columbia River Gorge. Piece includes chefs from a diversity of backgrounds and is translated into Spanish. Secured grant funding to elevate promotion of the book.

Performance Clackamas

Results Measures (Examples)

Line of Business/Program	Results Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Tourism & Cultural Affairs	Annual collection of revenues resulting from the TRT tax collections - County	\$3.6M	\$3.3M	\$4M	\$4.7M
	Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	***	\$348M	\$348M	\$549M

***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.

Program Profiles: 2022-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty/IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve *
Tourism & Cultural Affairs Services	Leadership & Admin	\$8.03M	0%	0%	N	100%	50% exceed
	Destination Development & Community Relations	\$1.26M	0%	0%	N	100%	50% exceed
	Marketing & Communications	\$2.35M	0%	0%	N	100%	50% exceed
	Regional Cooperative Tourism Program	\$0.43M	0%	0%	N	100%	50% exceed

* 50% of metrics data unavailable until June

Department Summary by Fund



County Administration (12)
Tourism & Cultural Affairs

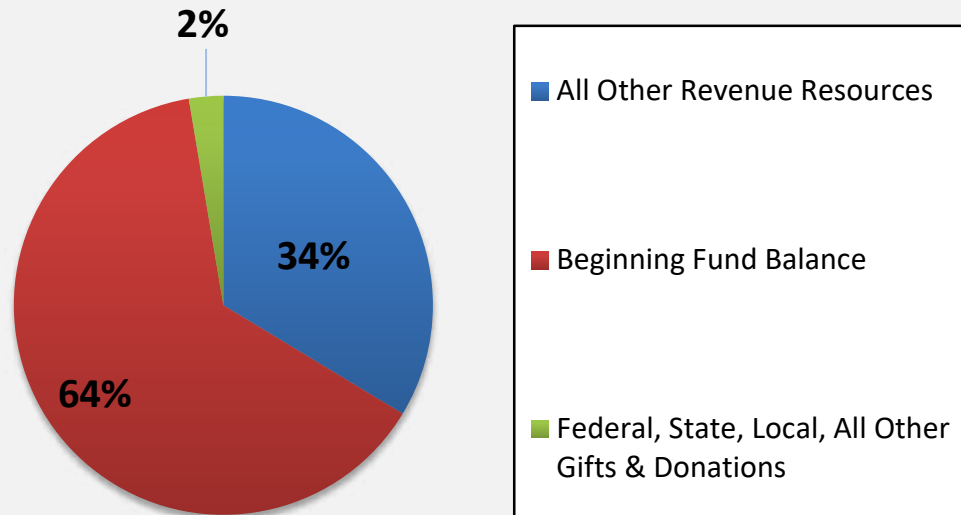
Department Budget Summary by Fund

<i>Line of Business</i>		FY 22/23	FY 22/23	FY 22/23	FY 22/23
<i>Program</i>	<i>Prog#</i>	FTE	Transient Lodging Tax Fund (255)	Total Budget	General Fund Support in Budget**
Tourism & Cultural Affairs					
Leadership & Administration	120201	3.0	8,029,354	8,029,354	
Destination Development & Community Relations	120202	2.0	1,262,472	1,262,472	
Region Cooperative Tourism Program	120203	1.0	434,922	434,922	
Marketing & Communication	120204	3.5	2,348,185	2,348,185	
TOTAL		9.5	12,074,933	12,074,933	-
FY 21/22 Budget					
		7.5	6,504,864	6,504,864	-
\$ Increase (Decrease)		2.0	5,570,069	5,570,069	-
% Increase (Decrease)		26.7%	85.6%	85.6%	-

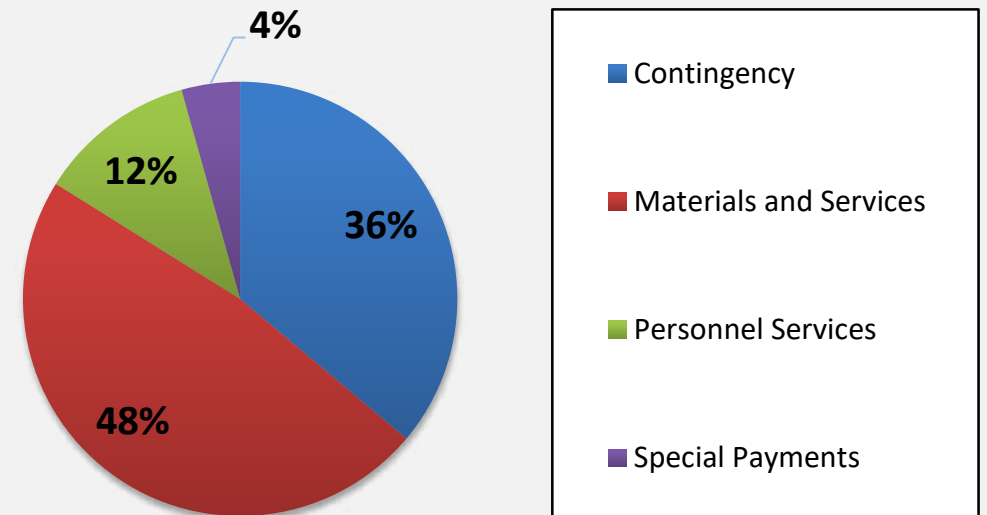
** General Fund Support is the subsidy, net of any other revenue received by the department.

2022/23 Revenues and Expenses

Revenues



Expenses



Summary of Revenues & Expenses

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	461,493	729,354	1,246,274	3,181,798	7,691,007	6,444,733	517.1%
Federal, State, Local, All Other Gifts & Donations	444,677	377,711	303,105	303,105	319,731	16,626	5.5%
All Other Revenue Resources	69,665	3,039,485	2,717,666	5,234,631	4,064,195	1,346,529	49.5%
Other Interfund Transfers*	3,419,089	961,809	2,237,819	2,158,952	-	(2,237,819)	-100.0%
Operating Revenue	3,933,431	4,379,005	5,258,590	7,696,688	4,383,926	(874,664)	-16.6%
Total Revenue	4,394,924	5,108,359	6,504,864	10,878,486	12,074,933	5,570,069	85.6%
Personnel Services	1,723,273	461,541	1,082,803	1,483,018	1,421,292	338,489	31.3%
Materials and Services	1,454,280	479,851	1,719,367	1,704,461	5,744,479	4,025,112	234.1%
Operating Expenditure	3,177,553	941,392	2,802,170	3,187,479	7,165,771	4,363,601	155.7%
Special Payments	488,016	255,815	-	-	525,000	525,000	-
Transfers	-	729,354	-	-	-	-	-
Contingency	-	-	3,702,693	-	4,384,162	681,469	18.4%
Total Expense	3,665,569	1,926,561	6,504,864	3,187,479	12,074,933	5,570,070	85.6%
Ending Fund Balance - Restricted	-	-	-	7,691,007	-	-	-
Revenue Less Expense	729,355	3,181,798	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	2.0	4.0	7.5	7.5	9.5	2.0	26.7%

*FY21-22 ARPA revenue of \$2,158,952 for Lost Revenue Replenishment.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
Transient Room Tax revenue and travel demand is anticipated to return to pre-pandemic levels in FY22-23	Tourism program activities expanding to meet current stakeholder needs and industry trends
Revenue this year reflects the unique circumstances of pandemic impact and recovery FY22-23 includes \$2 million in program lost revenue return from the County and carryover from multiple years	Funds are programmed to acknowledge this one time revenue balloon and ensure ongoing program can be sustained by annual TRT collections
Established a contingency equal to one year of revenue so that each fiscal year budget is spending prior year collections. Previous budgets were based on forecasted revenue for the same year	Greater organizational resiliency and stability
Adding 2 FTE	Increases capacity to deliver program. Total FTE 9.5. This is five fewer than pre-pandemic staffing level
Budget supports the Tourism Development Council priorities	Delivers organizational resiliency, responsive programs to address unique community needs including COVID & wildfire impacts along with overuse and underuse of attractions

End of Presentation



County Administration (12)
Tourism

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22/23	FY 22/23	FY 22/23	FY 22/23
<i>Program</i>	<i>Prog#</i>	FTE	Transient Lodging Tax Fund (255)	Total Budget	General Fund Support in Budget**
Tourism & Cultural Affairs					
Leadership & Administration	120201	3.0	8,029,354	8,029,354	
Destination Development & Community Relations	120202	2.0	1,262,472	1,262,472	
Region Cooperative Tourism Program	120203	1.0	434,922	434,922	
Marketing & Communication	120204	3.5	2,348,185	2,348,185	
TOTAL		9.5	12,074,933	12,074,933	-
FY 21/22 Budget					
		7.5	6,504,864	6,504,864	-
\$ Increase (Decrease)		2.0	5,570,069	5,570,069	-
% Increase (Decrease)		26.7%	85.6%	85.6%	-

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



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. The Tourism Development Fund was established in accordance with the Transient Room Tax Ordinance (TRT). The ordinance specifies that, after a 2% administrative fee is taken by the Finance Department and an allotment is distributed to the Clackamas County Fair, the remainder is 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, grants, reimbursements, and monies carried forward from the prior fiscal year.

Travel Oregon administers the Regional Cooperative Tourism Program (RCTP) and contracts with Tourism to serve as the fiscal administrator of a portion of the regional funds collected through the State 1.5% TRT. These funds are to implement the regional plans approved by Travel Oregon.

Tourism	
Samara Phelps, Director	
FTE 9.5	
Total Budget	12,074,933
General Fund Support	-

Tourism & Cultural Affairs	
Samara Phelps	
TDC Budget	
\$12,074,933	
Gen Fund	\$ -

Leadership & Administration	
3 FTE	
Total Budget	
\$8,029,354	
Gen Fund	

Destination Development & Community Relations	
2 FTE	
Total Budget	
\$1,262,472	
Gen Fund	

Region Cooperative Tourism Program	
1 FTE	
Total Budget	
\$434,922	
Gen Fund	

Marketing & Communication	
3.5 FTE	
Total Budget	
\$2,348,185	
Gen Fund	\$ -



Tourism & Cultural Affairs

Leadership & Administration

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 Practice

Conduct Effective Marketing and Development of County Tourism Assets and Opportunities

Focus on the Three Pillars of Clackamas County Tourism: Outdoor Recreation, Agritourism, Cultural/Heritage Tourism

Effective and Efficient Use of Public Resources

Build and Strengthen Public and Private Partnerships

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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$3.7M	\$3.6M	\$3.3M	\$2.8M	\$4.7M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$295M (year 2020)	***	\$348M	***	\$549M
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each 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 Travel and tourism was deeply impacted by the pandemic but recovered more quickly than forecasted. TRT collections were boosted in FY20-21 by extreme weather including fires, ice storms, and extreme heat. These events did not increase visitor spend.



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	461,493	729,354	1,246,274	3,181,798	5,984,130	4,737,856	380.2%
Federal, State, Local, All Other Gifts & Donations	444,677	377,711	-	-	-	-	-
All Other Revenue Resources	69,665	3,039,486	1,516,204	4,004,932	2,045,224	529,021	34.9%
Other Interfund Transfers	3,419,089	961,809	2,237,819	2,158,952		(2,237,819)	-100.0%
Operating Revenue	3,933,431	4,379,006	3,754,022	6,163,884	2,045,224	(1,708,798)	-45.5%
Total Revenue	4,394,924	5,108,360	5,000,296	9,345,682	8,029,354	3,029,058	60.6%
Personnel Services	1,723,273	461,541	1,082,803	1,483,018	472,321	(610,482)	-56.4%
Materials & Services	1,454,280	479,853	424,800	381,657	3,195,521	2,770,721	652.2%
Operating Expense	3,177,553	941,394	1,507,603	1,864,675	3,667,842	2,160,239	143.3%
Special Payments	488,016	255,815	-	-	-	-	-
Transfers	-	729,354	-	-	-	-	-
Contingency	-	-	3,492,693	-	4,361,512	4,361,512	24.9%
Total Expense	3,665,569	1,926,563	5,000,296	1,864,675	8,029,354	3,029,058	-3.2%
Ending Fund Balance - Restricted				7,481,007			
Revenues Less Expenses	729,355	3,181,798	-	-	-	-	

Significant Issues and Changes

FY22-23 revenue forecasts are based on a strong demand for our destination during the pandemic and forecasts by Tourism Economics for travel demand to return to prepandemic levels in 2023. This is more than a year ahead of forecasts used in FY21-22 budgeting. Leadership and Administration's budget also reflects lost revenue replenishment provided to Tourism from the County's ARPA funds. Tourism received the carryover from FY19-20 and FY20-21 in current year, FY21-22.



Marketing & Communication

Purpose Statement

The purpose of the Marketing & Communication program is to provide inspiration and trip planning information services to visitors so their experience is positive and benefits the community

Performance Narrative Statement

Tourism's overall measurements of success are based on 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$3.7M	\$3.6M	\$3.3M	\$2.8M	\$4.7M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$295M (year 2020)	***	\$348M	***	\$549M
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each 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



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	1,028,678	-	-
All Other Revenue Resources			758,060	758,060	1,319,507	561,447	74.1%
Operating Revenue	-	-	758,060	758,060	1,319,507	561,447	74.1%
Total Revenue	-	-	758,060	758,060	2,348,185	1,590,125	209.8%
Personnel Services					569,685	569,685	-
Materials & Services			758,060	758,060	1,778,500	1,020,440	134.6%
Operating Expense	-	-	758,060	758,060	2,348,185	1,590,125	209.8%
Total Expense	-	-	758,060	758,060	2,348,185	1,590,125	209.8%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

Travel demand is expected to reach prepandemic levels in 2023. Marketing, public relations, and advertising budgets and capacity are being added to optimize the benefits of travel and visits for the county. No marketing was budgeted in FY20-21 due to the pandemic that resulted in a reduction of program funds and capacity. These activities were included in Leadership & Administration.



Tourism & Cultural Affairs

Region Cooperative Tourism Program

Purpose Statement

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

Performance Narrative Statement

Travel Oregon's Regional Cooperative Tourism Program (RCTP) funds are generated through the statewide 1.5% TLT. Tourism receives a portion of those funds as pass through to support the regional efforts for the Mt. Hood/Gorge region and provide program support within our geographic boundaries of the Portland region. .75 FTE has staffing offset costs serving as the Mt. Hood/Gorge Regional Destination Management Organization (RDMO) program coordinator, in addition to funds for project and tactical implementation as administered and approved by Travel Oregon.

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

Key Performance Measures

	FY 19-20 Actuals	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/20	FY 22-23 Target
Quarterly reviews with Travel Oregon program staff	4	4	4	2	4
Annual reports to be completed by the RDMO	1	1	1		1
Biennial regional stakeholder feedback via Travel Oregon's Industry Survey	0	1	0	0	1

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



Regional Tourism Cooperative Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actuals	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	115,191	115,191	-
Federal, State, Local, All Other Gifts & Donations		-	303,105	331,342	319,731	303,105	5.5%
Operating Revenue	-	-	303,105	331,342	434,922	131,817	43.5%
Total Revenue	-	-	303,105	331,342	434,922	131,817	43.5%
					105,414		-
Materials & Services	-	-	303,105	331,342	329,508	26,403	8.7%
Operating Expense	-	-	303,105	331,342	434,922	131,817	43.5%
Total Expense	-	-	303,105	331,342	434,922	131,817	43.5%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.
 Revenue for this program is collected at the state level and on a different cycle than the other program areas which are funded with local TRT.
 FY22-23 revenues were collected in FY20-21 and reflect the pandemic impact on travel.



Tourism & Cultural Affairs

Destination Development and Community Relations

Purpose Statement

The purpose of the Destination Development, Community Relations & Advocacy program is to provide development, enhancement, and tools to communities and operators so they can offer diverse, sustainable, and optimized tourism experiences.

Performance Narrative

Tourism's overall measurements of success are based on 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 19-20 Actuals	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$3.7M	\$3.6M	\$3.6M	\$2.8M	\$4.7M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$295M (year 2020)	***	\$348M	***	\$549M
***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



Destination Development and Community Relations

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	563,008	-	-
All Other Revenue Resources			443,402	443,402	699,464	256,062	57.7%
Operating Revenue	-	-	443,402	443,402	699,464	256,062	57.7%
Total Revenue	-	-	443,402	443,402	1,262,472	819,070	184.7%
Materials & Services			233,402	233,402	273,872	273,872	-
Special Payments	-	-	-	-	463,600	230,198	98.6%
Operating Expense	-	-	233,402	233,402	1,262,472	230,198	440.9%
Contingency	-	-	210,000	-	-	(210,000)	-100.0%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	443,402	233,402	1,262,472	819,070	184.7%
Ending Fund Balance - Restricted				210,000			
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

The significant increase in budget reflects the expanded need and opportunity for development and community relations as demand for travel returns to prepandemic levels. All contingency is now included in the leadership and administration budget. No development was budgeted in FY20-21 due to the pandemic that resulted in a reduction of program funds and capacity. These activities were included in Leadership & Administration. FY21-22 returned staff and budget to this program at a rebuilding level.



Law Library

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Law Library Purpose	Maintained existing Law Library collection development and service levels with reduced funding and minimal staff.
	Provided legal research, resources and assistance services to the legal community and general public so they can experience equal access to justice through legal information, reference and knowledge.
	Helped close the equal access to justice gap by collaborating with court and local bar on programming and future planning.
Law Library Personnel Services	Provided legal community and general public with directional, informational and reference assistance both in person and virtually without gaps in service and with reduced staffing.
	Began collaborations with library and information science programs to increase qualified volunteer, intern and temporary employee possibilities.
	Continued collaboration with local bar association and other legal and law library professional organizations to develop relationships that will result in increased attorney participation in law library programming, including clinics.
	Resumed collaboration planning with local public libraries to increase and improve legal reference assistance and pro bono programming, including event sessions.
Law Library Collections Program	Continued development of a carefully balanced collection of legal research materials, both in print and online.
	Resumed processing collection donations received as a result of lost and damaged items due to the flood.

2021 Major Accomplishments

AREA	DESCRIPTION
Law Library Collections Program	Began restoration of legal research and reference materials damaged by the flood.
	Began updating backlog of legal research materials due to low in-person staff hours during COVID-19 pandemic.
	Resumed calculated and incremental regular legal research and reference materials acquisitions that were halted during flood and COVID-19 pandemic.
	Drafted new Collection Development Procedures based on updated Svengalis Legal Information Buyer's Guide and Reference Manual.
	Researched, negotiated and contracted with legal publishing vendors to provide access to federal, national, state, and local laws online, as well as to provide access to primary and secondary legal research materials online.
	Resumed restoration of microfilm and microfiche labels damaged by flood.
	Expanded access to sample legal forms and developed new program for providing access to print legal forms to the public.
	Managed and improved acquisitions and circulation of Continuing Legal Education materials program for licensed Oregon attorneys.
Law Library Facilities Program	Provided Law Library spaces and equipment services to legal community and general public so they could research, think , read, connect and prepare for legal communications and situations.
	Provided, maintained and managed clean, quiet space for patrons, including self-help stations, computer workstations, individual carrels, large surface table space, and conference rooms.
	Provided, maintained, managed and assisted patrons with technology including equipment (computers, laptop, printer, scanning, microfilm/fiche and compact shelving system).

Program Profiles: FY 22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Law Library Administration	Law Library Services	\$482,223	\$0	0%	None	100%	N/A

Department Summary by Fund



Law Library (27)

Department Budget Summary by Fund

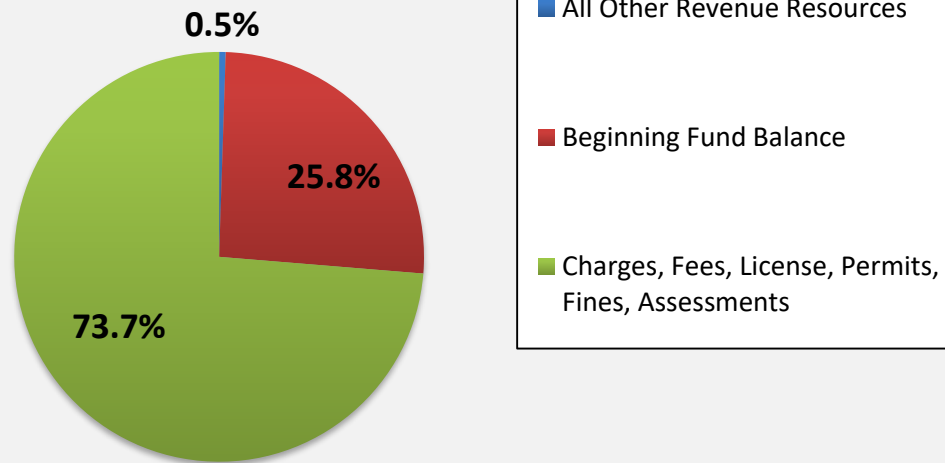
<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog #</i>	FTE	Law Lib Fund (211)	Total Budget	General Fund Support in Budget**
Law Library					
Law Library Services	270101	2.4	482,223	482,223	-
TOTAL		2.4	482,223	482,223	-
FY 21/22 Budget		2.4	711,596	711,596	-
\$ Increase (Decrease)		0.0	(229,373)	(229,373)	-
% Increase (Decrease)		0.0%	-32.2%	-32.2%	-

* FY21-22 received ARPA revenue of \$108,798 for Lost Revenue Replenishment.

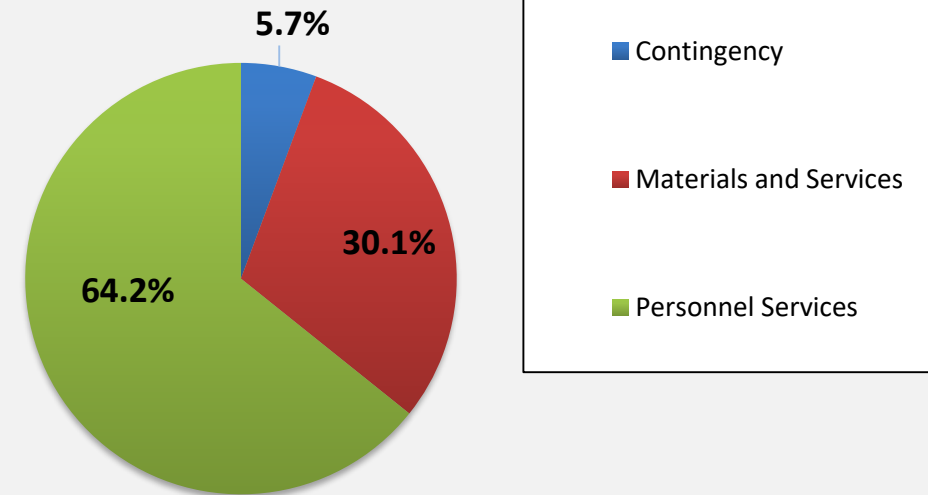
** General Fund support is the subsidy of unrestricted revenue, net of any other revenue received by the department.

FY 22-23 Revenues and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Law Library (27)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected-Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	261,997	307,561	272,471	176,631	124,350	(148,121)	-54.4%
Federal, State, Local, All Other Gifts & Donations	22,156	4,805	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,285	240,357	323,727	346,886	355,386	31,659	9.8%
All Other Revenue Resources	422,732	3,163	6,600	3,533	2,487	(4,113)	-62.3%
Other Interfund Transfers*	-	-	108,798	-	-	(108,798)	-100.0%
Operating Revenue	446,173	248,325	439,125	350,419	357,873	(81,252)	-18.5%
Total Revenue	708,170	555,886	711,596	527,050	482,223	(229,373)	-32.2%
Personnel Services	266,854	240,954	329,433	263,584	309,816	(19,617)	-6.0%
Materials and Services	133,755	138,300	152,365	139,116	145,055	(7,310)	-4.8%
Operating Expense	400,609	379,254	481,798	402,700	454,871	(26,927)	-5.6%
Reserve for Future Expenditures	-	-	110,000	-	-	(110,000)	-100.0%
Contingency	-	-	119,798	-	27,352	(92,446)	-77.2%
Total Expense	400,609	379,254	711,596	402,700	482,223	(229,373)	-32.2%
Ending Fund Balance - Restricted	-	-	-	124,350	-	-	-
Revenues Less Expenses	307,561	176,631	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	2.4	2.4	2.4	2.4	2.4	0.0	0%

*FY21-22 received ARPA revenue of \$108,798 for Lost Revenue Replenishment.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
<p>Flat and Reduced State Funding</p> <ul style="list-style-type: none"> Flat and reduced funding for over a decade from the Oregon Judicial Department. This has been the only primary source of revenue for the Law Library since 1927. Costs have continued to rise while revenue has been reduced and stayed the same. 	<p>The law is in a constant state of change. Due to legal publishing costs, rising costs of print and online materials and sheer cost of legal materials, the vast majority of the Law Library collection is not currently updated. Outdated legal research materials can be potentially dangerous if relied upon without knowledge or guidance from qualified staff.</p> <p>The Law Library can no longer afford County cost allocations from most departments.</p> <p>The Law Library can no longer afford the less than 2,000 square feet it currently occupies of County Courthouse Annex space.</p> <p>The Law Library can no longer afford what was a minimal staff roster to begin with – currently 1 FTE and 1 PTE. At a minimum, a law library for a county this size should have at least 1 FTE and 3 PTE.</p>
<p>Depletion of Reserve Fund</p> <ul style="list-style-type: none"> Over the course of 95 years, the Law Library department built a reserve fund to ensure its future if funding disruption was experienced. As of FY 22-23, that reserve will be almost completely gone due to maintaining the existing Law Library personnel, collection, facilities and service levels. 	<p>The Law Library will cease to exist and continue as needed in FY 23-24 without additional County support or legislative change to funding amount, organization, or dissemination structure.</p>

End of Presentation



Law Library (27)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog #</i>	FTE	Law Library Fund (211)	Total Budget	General Fund Support in Budget**
Law Library					
Law Library Services	270101	2.4	482,223	482,223	-
TOTAL		2.4	482,223	482,223	-
FY 21/22 Budget		2.4	711,596	711,596	-
\$ Increase (Decrease)		0.0	(229,373)	(229,373)	-
% Increase (Decrease)		0.0%	-32.2%	-32.2%	-

* FY21-22 received ARPA revenue of \$108,798 for Lost Revenue Replenishment.

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



Law Library (27)

Mission

Provide equal access to justice services to Clackamas County patrons, including members of the legal community and general public, so they can obtain legal information, legal research assistance, knowledge for navigating court systems, and access to legal resources and materials.

Law Library (27)		
Jennifer Dalglish, Law Library Director		
FTE 2.4		
Total Budget	\$	482,223
General Fund Support	\$	-

Law Library		
Jennifer Dalglish, Law Library Director		
FTE 2.4		
Total Proposed		\$482,223
Gen Fund	\$	-

Law Library		
Jennifer Dalglish, Law Library Director		
FTE 2.4		
Total Proposed		\$482,223
Gen Fund	\$	-



Law Library Line of Business

Law Library Program

Purpose Statement

The Law Library has a total budget of \$482,223 for FY22-23. This will support the department's work of providing legal research, information and assistance to everyone with a staff of 1 FTE, 1 PTE and 1 on-call position. We anticipate completing our transition to full implementation of Performance Clackamas Budgeting and performance reporting in FY22-23. Although we are proposing to continue Law Library operations with the smallest budget in recent decades, we aim to continue maintaining all existing collection and service levels. The collection includes a carefully balanced selection of both print and electronic materials. Law Library services include, but are not limited to, both legal community and general public legal assistance, as well as legal assistance outreach. The Law Library will continue to serve the advanced legal reference, resource and referral assistance needs of the community beyond what is offered by other entities and institutions.

Performance Narrative

Key Performance Measures

Measure		FY19-20 Actual	FY20-21 Actual	FY21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target

Program includes:

Mandated Services ☐

Shared Services ☐

Grant Funding ☐

Explain all "Yes" boxes below

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

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

Explanation Law Library does not have any Performance Measures in place at this time.



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	261,997	307,561	272,471	176,631	124,350	(148,121)	-54.4%
Federal, State, Local, All Other Gifts & Donations	22,156	4,805	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,285	240,357	323,727	346,886	355,386	31,659	9.8%
All Other Revenue Resources	422,732	3,163	6,600	3,533	2,487	(4,113)	-62.3%
Other Interfund Transfers	-	-	108,798	-	-	(108,798)	-100.0%
Operating Revenue	446,173	248,325	439,125	350,419	357,873	(81,252)	-18.5%
Total Revenue	708,170	555,886	711,596	527,050	482,223	(229,373)	-32.2%
Personnel Services	266,854	240,954	329,433	263,584	309,816	(19,617)	-6.0%
Materials & Services	133,755	138,300	152,365	139,116	145,055	(7,310)	-4.8%
Operating Expense	400,609	379,254	481,798	402,700	454,871	(26,927)	-5.6%
Reserve for Future Expenditures	-	-	110,000	-	-	(110,000)	-100.0%
Contingency	-	-	119,798	-	27,352	(92,446)	-77.2%
Operating Expense	400,609	379,254	711,596	402,700	482,223	(229,373)	-32.2%
Ending Fund Balance - Restricted				124,350			
Revenues Less Expenses	307,561	176,632	-	-	-	-	
Significant Issues and Changes							



County Counsel

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
Litigation	<ul style="list-style-type: none"> County Counsel's Office received and oversaw the investigation of 26 tort claim notices and defended 34 active litigation cases in the state and federal courts. County Counsel's Office managed and entered appearances in 7 land use appeals. County Counsel's Office provides post-dismissal case briefings to impacted county departments in all cases where settlements were in excess of \$50,000.
Labor & Employment	<ul style="list-style-type: none"> County Counsel's Office worked with a variety of departments, including HR, the Sheriff's Office, and County Administration, to implement the state's vaccination mandate for healthcare workers in a legally compliant manner that satisfied the BCC's objectives in responding to the pandemic. County Counsel's Office advised county-wide on all aspects of a large-scale public employer responding to the Covid pandemic-related matters affecting daily operations, including face coverings, vaccines, sick leave, religious exemptions, and remote working arrangements. County Counsel's Office worked with the Sheriff's Office to develop a Suicide Prevention Program for Clackamas County Jail that is grounded in national standards and is up-to-date in best practices.
Transactional	<ul style="list-style-type: none"> County Counsel's Office facilitated contract negotiations related to the construction for the new Transportation Maintenance facility. County Counsel's Office successfully negotiated the Supportive Housing Services Intergovernmental Agreement with Multnomah and Washington Counties, Metro and the Joint Office of Homeless Services. County Counsel's Office assisted WES in the development of design-build construction contract documents. County Counsel's Office facilitated the re-conveyance of a portion of the Blue Heron parcel to WES, which was the final step in a two-year process of completing the sale of a 34-acre parcel in West Linn. County Counsel's Office reviewed 1,174 contracts, Intergovernmental Agreements, and Memorandums of Understanding for county departments.
Advisory	<ul style="list-style-type: none"> County Counsel's Office advised the procurement efforts related to the Courthouse Project resulting in multiple qualified bidders competing to be selected to implement the Courthouse Replacement Project. Initiated efforts for more coordinated and comprehensive county response to abandoned recreation vehicles, trailers and vehicles on county property and within county rights of way; secured limited funding from Board of County Commissioners; work closely with Sheriff's office, DTD, tow companies and community members to clear out derelict vehicles. County Counsel's Office provided new employee orientation training on public records, public meetings, ethics law, and political campaigning by public employees. County Counsel's Office provided training to County Departments on mandatory reporting requirements for child abuse, elder abuse, developmental disabilities abuse, and long-term care abuse.

Performance Clackamas

Results Measures

Line of Business/Program	Results Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Litigation & Labor / Litigation	% of directors, managers or supervisors will receive post-event debriefing from County Counsel for cases in which verdicts or settlements exceed \$50,000	100%	90%	100%	90%
Litigation & Labor / Labor & Employment	# Trainings on emerging labor and employment issues	0	5	3	5
Legal Support / Transactional	% of contracts receive initial review by County Counsel within 14 days of receipt	99%	90%	97%	90%
Legal Support / Advisory	% of clients receive an initial response from County Counsel to requests for advice within 7 business days	100%	90%	100%	90%
Office of County Counsel / Administration	The Office of County Counsel will have individual meetings annually with all department heads to discuss the demand for legal services, measures of confidence, and convenient access to legal services	80%	100%	100%	100%
	% of County Counsel staff will attend educational programs on emerging legal issues	48%	80%	80%	100%

Program Profiles: FY22-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed and Improve
Legal Support	Advisory	\$695,007	60%	N/A	ORS 468B, OAR Chapter 340, HIPAA 45 CFR 165, ORS 197.175	100%	100%
Legal Support	Transactional	\$275,790	100%	N/A		100%	100% / 1%
Legal Support	Regulatory	\$67,934	100%	N/A	ORS 468B, OAR Chapter 340, HIPAA 45 CFR 165, ORS 197.175	100%	100%
Litigation and Labor	Litigation	\$1,374,778	63%	N/A		100%	100%
Litigation and Labor	Labor & Employment	\$178,252	100%	N/A		100%	50%
Office of County Counsel	County Counsel Administration	\$710,174	94%	N/A	CCC 2.12.010	100%	75%



Department Summary by Fund

County Counsel Department (14)

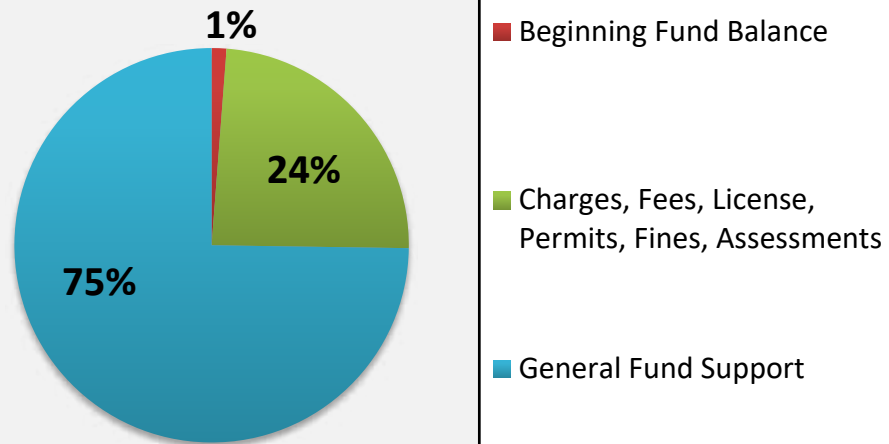
Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog #</i>	FTE	General Fund (100)	Total Budget	General Fund Support in Budget**
Office of the County Counsel					
Office of the County Counsel	140101	2.0	710,174	710,174	667,174
County Operations Legal Support					
Advisory	140202	2.7	695,007	695,007	415,007
Regulatory	140203	0.3	67,934	67,934	67,934
Transactional	140204	1.1	275,790	275,790	275,790
Litigation and Labor					
Labor & Employment	140302	1.0	178,252	178,252	178,252
Litigation	140303	5.7	1,374,778	1,374,778	864,578
TOTAL		12.8	3,301,935	3,301,935	2,468,735
FY 21-22 Budget		12.8	3,129,050	3,129,050	2,180,050
\$ Increase (Decrease)		-	172,885	172,885	288,685
% Increase (Decrease)		-	5.5%	5.5%	13.2%

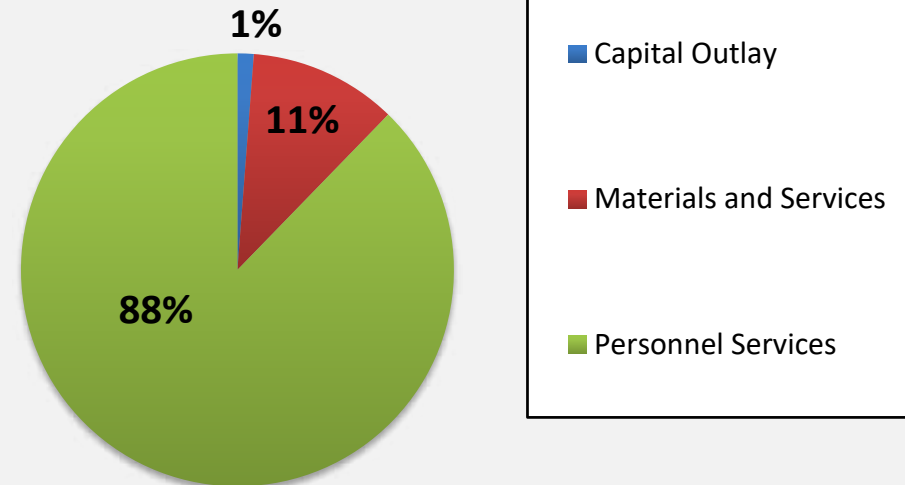
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY22-23 Revenue and Expense

Revenues



Expenses



Summary of Revenue & Expenses

County Counsel (14)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	40,000	40,000	-
Federal, State, Local, All Other Gifts & Donations	14,428	24,967	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	820,929	766,795	949,000	791,200	793,200	(155,800)	-16.4%
All Other Revenue Resources	2,247	-	-	-	-	-	-
General Fund Support	-	-	2,180,050	2,343,181	2,468,735	288,685	13.2%
Operating Revenue	837,604	791,762	3,129,050	3,134,381	3,261,935	132,885	4.2%
Total Revenue	837,604	791,762	3,129,050	3,134,381	3,301,935	172,885	5.5%
Personnel Services	2,497,976	2,636,915	2,702,792	2,702,793	2,896,985	194,193	7.2%
Materials and Services	365,521	356,197	362,258	367,588	364,950	2,692	0.7%
Capital Outlay	-	-	64,000	24,000	40,000	(24,000)	-37.5%
Operating Expenditure	2,863,497	2,993,112	3,129,050	3,094,381	3,301,935	172,885	5.5%
Total Expense	2,863,497	2,993,112	3,129,050	3,094,381	3,301,935	172,885	5.5%
Ending Fund Balance - Restricted				40,000			
Revenue Less Expense**	(2,025,893)	(2,201,350)	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	12.8	12.8	12.8	12.8	12.8	-	0%

**General Fund Departments: Starting in FY21-22, amounts in Revenue Less Expenses will be moved into General Fund Non-Departmental at year-end.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
The Office of County Counsel has not increased its hourly billing rates in over 12 years. The office has also seen an increase in the work demands from non-billable matters, such as Covid, emergencies, and the Courthouse.	Continued decreased revenues and increased reliance on the general fund.
The Office of County Counsel is involved in many aspects of the County's current capital projects, such as the Courthouse and associated relocations, the new Transportation Maintenance facility, and libraries, among others.	Demands on staff with subject matter expertise will increase.

End of Presentation



County Counsel Department (14)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog #</i>	FTE	General Fund (100)	Total Budget	General Fund Support in Budget**
Office of the County Counsel					
Office of the County Counsel	140101	2.0	710,174	710,174	667,174
County Operations Legal Support					
Advisory	140202	2.7	695,007	695,007	415,007
Regulatory	140203	0.3	67,934	67,934	67,934
Transactional	140204	1.1	275,790	275,790	275,790
Litigation and Labor					
Labor & Employment	140302	1.0	178,252	178,252	178,252
Litigation	140303	5.7	1,374,778	1,374,778	864,578
TOTAL		12.8	3,301,935	3,301,935	2,468,735
FY 21-22 Budget		12.8	3,129,050	3,129,050	2,180,050
\$ Increase (Decrease)		-	172,885	172,885	288,685
% Increase (Decrease)		-	5.5%	5.5%	13.2%

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



County Counsel (14)

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.

County Counsel (14)

Stephen L. Madkour, County Counsel

FTE 12.8

Total Budget \$ 3,301,935

General Fund Support \$ 2,468,735

Office of the County Counsel Administration

Stephen Madkour - Mgr
FTE 2.0
Total Budget
\$710,174

Gen Fund \$ 667,174

Legal Support

Stephen Madkour - Mgr
FTE 4.1
Total Budget
\$1,038,731

Gen Fund \$ 758,731

Litigation & Labor

Stephen Madkour - Mgr
FTE 6.7
Total Budget
\$1,553,030

Gen Fund 1,042,830

Office of the County Counsel

Stephen Madkour - Mgr
FTE 2.0
Total Budget
\$710,174

Gen Fund \$ 667,174

Advisory

Stephen Madkour - Mgr
FTE 2.7
Total Budget
\$695,007

Gen Fund 415,007

Labor & Employment

Stephen Madkour - Mgr
FTE 1.0
Total Budget
\$178,252

Gen Fund \$ 178,252

Regulatory

Stephen Madkour - Mgr
FTE 0.3
Total Budget
\$67,934

Gen Fund \$ 67,934

Litigation

Stephen Madkour - Mgr
FTE 5.7
Total Budget
\$1,374,778

Gen Fund 864,578

Transactional

Stephen Madkour - Mgr
FTE 1.1
Total Budget
\$275,790

Gen Fund \$ 275,790



Office of the County Counsel

Office of the County Counsel Administration

Purpose Statement

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

Performance Narrative

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

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

Key Performance Measures

Measure		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual to date	FY 22-23 Target
Result	Beginning in 2020, the Office of County Counsel will have individual meetings annually with all department heads to discuss the demand for legal services, measures of confidence, and convenient access to legal services	NEW	100%	100%	0%	100%
Result	% Strategic and Operational Results for the Office of County Counsel achieved	NEW	80%	100%	86%	100%
Result	% of County Counsel staff will attend educational programs on emerging legal issues	NEW	48%	80%	80%	100%

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 Service: County Code 2.12.010



Office of the County Counsel

Office of the County Counsel Administration

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	40,000	40,000	-
Federal, State, Local, All Other Gifts & Donations	14,428	24,967	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	2,001	581	1,000	3,000	3,000	2,000	200.0%
All Other Revenue Resources	2,247	-	-	-	-	-	-
General Fund Support	473,896	489,403	579,435	581,586	667,174	87,739	15.1%
Operating Revenue	492,573	514,951	580,435	584,586	670,174	89,739	15.5%
Total Revenue	492,573	514,951	580,435	584,586	710,174	129,739	22.4%
Personnel Services	429,052	435,608	448,679	448,680	472,140	23,461	5.2%
Materials & Services	63,521	79,343	67,756	71,906	198,034	130,278	192.3%
Capital Outlay	-	-	64,000	24,000	40,000	(24,000)	-37.5%
Operating Expense	492,573	514,951	580,435	544,586	710,174	153,739	22.4%
Total Expense	492,573	514,951	580,435	544,586	710,174	129,739	22.4%
Ending Fund Balance - Restricted				40,000		-	-
Revenue Less Expense	-	-	-	-	-	-	-
Significant Issues and Changes							

FY22-23 Materials & Services: Allocations are distributed differently among the department's programs.



Legal Support Line of Business

Advisory, Regulatory & Transactional

Purpose Statement

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

Performance Narrative

This Line of Business has three Programs:

1. Advisory: Provide advice, consultation, and training services to the County, and its elected officials, departments and special districts so they can make legally informed decisions and deliver services to their customers.
2. Regulatory: Provide research, consultation, strategy, negotiation, technical, regulatory, implantation compliance, and enforcement services to the County, and its elected officials, departments and special districts, so they can implement their technical goals and objectives and conduct their operations in a manner that comports with local, state, and federal regulations and laws.
3. Transactional: Provide strategic drafting, review, and negotiation services for contracts, memorandums of understanding ("MOU"), partnerships, and Intergovernmental Agreements ("IGA") to the County, and its elected officials, departments and special districts so they can make well-advised, timely, legally informed decisions, manage and minimize risk, and keep the delivery of services to the public moving.

Key Performance Measures

Measure		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual to date	FY 22-23 Target
Result	% of contracts receive initial review by County Counsel within 14 days of receipt	100%	99%	90%	97%	90%
Result	% clients receive an initial response from County Counsel to requests for advice within 7 business days	100%	100%	90%	100%	90%
Result	% of all legal service agreements, including for outside representation, are approved and reviewed by County Counsel	NEW	100%	100%	100%	100%
Output	Provide an initial strategy or consultation within 14 days from the date the Office of County Counsel is requested to engage on a regulatory issue affecting a department	NEW	100%	100%	100%	100%
Output	# Legal Consultations provided	NEW	3501	1700	1784	2000
Output	# Regulatory consultations provided	NEW	97	100	45	100
Output	# Contract, IGA MOU reviews and approvals provided	NEW	1080	600	693	1100
Output	# Hours spent on review of contracts, IGA & MOUs	NEW	2030	2000	1032	2000

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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



Legal Support

Advisory

Budget Summary

Budget Category	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges, Fees, License, Permits, Fines, Assessments	301,998	245,395	300,000	280,000	280,000	(20,000)	-6.7%
General Fund Support	493,942	615,554	223,193	243,193	415,007	191,814	85.9%
Operating Revenue	795,940	860,950	523,193	523,193	695,007	171,814	32.8%
Total Revenue	795,940	860,950	523,193	523,193	695,007	171,814	32.8%
Personnel Services	702,276	763,463	439,136	439,136	640,297	201,161	45.8%
Materials & Services	93,664	97,487	84,057	84,057	54,710	(29,347)	-34.9%
Operating Expense	795,940	860,950	523,193	523,193	695,007	171,814	-19.3%
Revenue Less Expense	-	-	-	-	-	-	-

Significant Issues and Changes

FY22-23 Materials & Services: Salary Allocations changed within this program.

□



Legal Support Line of Business

Regulatory

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
General Fund Support	-	-	76,701	76,701	67,934	(8,767)	-11.4%
Operating Revenue	-	-	76,701	76,701	67,934	(8,767)	-11.4%
Total Revenue	-	-	76,701	76,701	67,934	67,934	-11.4%
Personnel Services	-	-	54,345	54,344	58,334	3,989	7.3%
Materials & Services	-	-	22,356	22,357	9,600	(12,756)	-57.1%
Operating Expense	-	-	76,701	76,701	67,934	(8,767)	-11.4%
Total Expense	-	-	76,701	76,701	67,934	(8,767)	-11.4%
Revenue Less Expense	-	-	-	-	-	-	-

Significant Issues and Changes

FY22-23 Materials & Services: Salary Allocations changed within this program.



Legal Support Line of Business

Transactional

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	-
General Fund Support	-	-	185,995	185,995	275,790	89,795	48.3%
Operating Revenue	-	-	185,995	185,995	275,790	275,790	48.3%
Total Revenue	-	-	185,995	185,995	275,790	275,790	48.3%
Personnel Services	-	-	156,057	156,057	265,042	265,042	69.8%
Materials & Services	-	-	29,938	29,938	10,748	10,748	-64.1%
Operating Expense	-	-	185,995	185,995	275,790	275,790	48.3%
Total Expense	-	-	185,995	185,995	275,790	275,790	48.3%
Revenue Less Expense	-	-	-	-	-	-	-

Significant Issues and Changes

FY22-23 Materials & Services: Salary Allocations changed within this program.



Litigation & Labor

Litigation, Labor & Employment

Purpose Statement

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

Performance Narrative

This Line of Business has two programs:

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

Key Performance Measures

Measure		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actual to date	FY 22-23 Target
Result	% of directors, managers or supervisors will receive post-event debriefing from County Counsel for cases in which verdicts or settlements exceed \$50,000	NEW	100%	90%	0%	90%
Result	% of matters resolved through early resolution	NEW	71%	50%	100%	50%
Output	# Cases managed	NEW	66	200	62	75
Output	# Tort claims & accidental reports reviewed	NEW	74	75	36	70
Result	% Grievance arbitrations found in the County's favor	NEW	100%	50%	100%	50%
Result	# Trainings on emerging labor and employment issues	NEW	0	5	0	2

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation



Litigation & Labor

Labor & Employment

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
General Fund Support	-	-	157,167	157,167	178,252	21,085	13.4%
Operating Revenue	-	-	157,167	157,167	178,252	21,085	13.4%
Total Revenue	-	-	157,167	157,167	178,252	21,085	13.4%
Personnel Services	-	-	157,167	157,167	178,252	21,085	13.4%
Operating Expense	-	-	157,167	157,167	178,252	21,085	13.4%
Total Expense	-	-	157,167	157,167	178,252	21,085	13.4%
Revenue Less Expense	-	-	-	-	-	-	-

Significant Issues and Changes



Litigation & Labor

Litigation

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges, Fees, License, Permits, Fines, Assessments	516,930	520,819	648,000	508,200	510,200	(137,800)	-21.3%
General Fund Support	1,058,054	1,096,392	957,559	1,098,539	864,578	(92,981)	-9.7%
Operating Revenue	1,574,985	1,617,211	1,605,559	1,606,739	1,374,778	(230,781)	-14.4%
Total Revenue	1,574,985	1,617,211	1,605,559	1,606,739	1,374,778	(230,781)	-14.4%
Personnel Services	1,366,648	1,437,844	1,447,408	1,447,409	1,282,920	(164,488)	-11.4%
Materials & Services	208,337	179,367	158,151	159,330	91,858	(66,293)	-41.9%
Operating Expense	1,574,985	1,617,211	1,605,559	1,606,739	1,374,778	(230,781)	-14.4%
Total Expense	1,574,985	1,617,211	1,605,559	1,606,739	1,374,778	(230,781)	-14.4%
Revenue Less Expense	-	-	-	-	-	-	-

Significant Issues and Changes

FY22-23 Materials & Services: Salary Allocations changed within this program.